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Analysis of the Function to Coordinate, Synchronize, and Integrate Fire Support as Accomplished by an Army Corps Acting as a Joint Task Force

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This Research Product provides a detailed description of joint fires as accomplished by an Army Corps acting as a Joint Task Force. It is one in a series that describes the tasks, performers, and outcomes for the combat function of Coordinate, Synchronize, and Integrate Fire Support. Assessment criteria are provided for reports in this series except for the one at Brigade level. Reports focus on fire support at the echelons of Brigade, Division, and Corps and to related functions at Corps as a Joint Task Force.

This series of Research Products provides resource documents for military and civilian trainers to assist in the design and evaluation of single service and joint training. Doctrinal writers may use these descriptions as a basis for modifying current doctrine or for the formulation of future doctrine.

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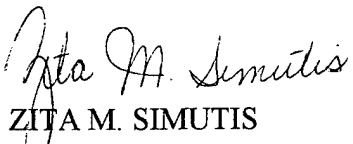
FOREWORD

One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the training of Army units by designing strategies and methods that successfully incorporate emerging technologies such as distributed simulations. Part of meeting this goal is to have comprehensive descriptions of what needs to be trained. The coordination, synchronization, and integration of fire support presents particular training challenges and benefits. Joint fires can overwhelm an enemy force before friendly troops are put into harm's way.

This work is the fourth in a series of four reports that describe the complex procedure and performance of fire support at different echelons. The depiction of this combat force multiplier can be used by civilian and military trainers when assessing unit performance or developing enhanced training. ARI is using this work in its research on the effective use of distributed simulation for multi-Service and Joint training in support of ground operations.



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ANALYSIS OF THE FUNCTION TO COORDINATE, SYNCHRONIZE, AND INTEGRATE FIRE SUPPORT AS ACCOMPLISHED BY AN ARMY CORPS ACTING AS A JOINT TASK FORCE

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ANALYSIS OF THE FUNCTION TO COORDINATE, SYNCHRONIZE, AND INTEGRATE JOINT FIRES AS ACCOMPLISHED BY A CORPS ACTING AS A JOINT TASK FORCE

Introduction

This functional analysis is a continuation of the U.S. Army Research Institute for the Behavioral and Social Sciences' (ARI) ongoing research program to support development of training strategies. The purpose is to determine the utility of analyzing a function to identify its components in a form useful to trainers and training developers at the higher echelons.

This particular project focused on developing and documenting procedures and tasks to facilitate the planning and assessing of joint training exercises.

- Analyze the joint fires process and document the interaction of functions, organizations, and participants.[1]
- Plan and assess training based on the interaction of functions, organizations, and participants.

The analysis explored the relevance to joint training of doing a functional analysis of Universal Joint Task List (UJTL) tasks. The UJTL is a menu of mission-derived tasks linked vertically and horizontally, encompassing the levels of war, that provides the structure from which the joint force commander constructs his Joint Mission Essential Task List (JMETL). Once determined, the JMETL becomes the basis for training. The joint force commander then must translate the JMETL tasks into a level of detail useful for training a staff or assessing Joint Task Force (JTF) proficiency.

The work is part of developing a Joint and Multi-Service Distributed Training Testbed (JMDT2). JMDT2 is a research program to determine improved methods and metrics for assessing training effectiveness and estimating combat readiness for Army, multi-service, and joint unit operations. Included are (a) metrics for how well forces coordinate and synchronize resources such as firepower, and (b) tools for providing meaningful feedback through debriefings and after action reviews. JMDT2 is being conducted by ARI in cooperation with the other military services and the Office of the Secretary of Defense. The initial phase (1993-1995) focused on training tactics, techniques, and procedures for multi-Service Close Air Support operations. The current phase focuses on training joint fires, the topic of the functional analysis described in this report.

The ARI research on the use of functions addresses the commander's requirement for sufficient detail to support his training needs. The functionally-based analytical technique employed by ARI facilitates a comprehensive review of all relationships contributing to achieving a defined

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[1]Joint fires in the context of this document are limited to and defined as "all indirect fires and non-lethal means of attack planned and/or delivered against surface targets at the direction and in support of the JTF." Therefore, offensive counter-air and sub-surface interdiction operations are not addressed.

purpose and results in information which can be applied to support training. This analytical technique is based on the examination of Battlefield Functions (BFs) defined as follows.

BATTLEFIELD FUNCTION: *Processes or activities occurring over time that must be performed to accomplish a mission(s) or supporting critical tasks. It provides task integration, combined arms interaction, and inter-Battlefield Operating Systems (BOSs) linkages.*[2]

This research builds on previous work in the development of functional analyses of BF for a heavy battalion task force, a brigade combat team, a division, and a corps, as well as doctrinal publications and information relevant to the function of coordinating, synchronizing, and integrating fire support.

This functionally-based task analysis supplements the UJTL and the Joint Task Force Headquarters Master Training Guide (JTF HQ MTG) by providing the identification and linkage of participants, information requirements, and other data required to accomplish the UJTL task. Such linkage reaches to all of the echelons involved. The information captured in such an analysis could be applied to facilitate training (e.g., in the form of training support packages), to enable assessment (e.g., in the form of assessment packages such as that developed as part of this research), and to design exercises (through definition of tasks, participants, information requirements, and so on).

The tactical and operational levels of war of the UJTL each reflect a task which describes the coordination, synchronization, and integration of fires. ARI's research was to determine if a functional analysis had utility for such joint training applications for the two UJTL tasks listed below. The purpose of each of the tasks was extracted from the CJCSM 3500.04 (the UJTL manual) description of the tasks as a definition of the end state which accomplishment of the UJTL task is supposed to achieve. A similar process was used to determine the purpose of the corresponding BF.

a. UJTL Task OP 3.2.7 - Integrate/Synchronize Operational Firepower.

Purpose: The integration of operational firepower on single or multiple operational targets at the decisive time and place. This integration includes lethal and/or non-lethal attacks, to include friendly command and control warfare (C^2W) and electronic warfare (EW) measures and minimizes their effects on friendly forces, neutrals, and noncombatants.

b. UJTL Task TA 3.3 - Integrate Tactical Fires.

Purpose: The combination and coordination of all fires and nonlethal means for the tactical commander in support of the commander's concept of operations and intent, maximizing their effects in accomplishing the mission and minimizing their effect on friendly forces, neutrals, and noncombatants.

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[2] The term "Battlefield Function (BF)" was designated by TRADOC in September 1996 to replace "Critical Combat Function (CCF)". TRADOC also renamed "task analysis" (TA) to "function analysis" (FA).

BF 15, Coordinate, Synchronize, and Integrate Fire Support, is fully compatible with the aforementioned UJTL tasks:

Purpose: The coordination, synchronization, and integration of targeting assets, indirect fire weapons, naval surface fires, armed aircraft, electronic counter-measures, and other lethal and non-lethal means against ground targets in support of operations.

The exploration of the relevance of the functional approach to the UJTL capitalized on the commonality of the descriptions of these tasks and the BF reflected above. These linkages are shown in one of this analysis' components.

This analysis reflects tasks, products, and participants required by the JTF to employ all aspects of joint fires and joint fire support available and under JTF control (e.g., artillery, close air support [CAS] and air interdiction [AI][3], EW, psychological operations [PSYOP], naval surface fires [NSF], attack helicopters[4], and C^2W).

The Coordinate, Synchronize, and Integrate Joint Fires BF addresses all aspects of targeting and the application of lethal and non-lethal joint fires against surface targets delivered by all services to support the commander, joint task force's (CJTF's) concept and intent. At the JTF level, the function is directly linked to the UJTL, particularly those tasks that address planning and directing operations; reconnaissance, surveillance, and target acquisition (RSTA); and psychological warfare (PSYOP). In an Army training context, the function is also linked to the TRADOC Blueprint of the Battlefield and the employment of joint fire power at the strategic, operational, and tactical levels. Linkages with the UJTL and other BFs are discussed in more detail in the analysis. Offensive use of nuclear, biological, and chemical (NBC) agents is not addressed in this task analysis as a reflection of the policy of the United States government.

This analysis identifies the tasks that the CJTF, staff, and all subordinate components and supporting elements must perform to coordinate, synchronize, and integrate all joint fires; shape the battle space to create conditions necessary to accomplish the JTF mission; and coordinate, synchronize, and integrate joint fire support with the JTF scheme of maneuver during tactical level, operational level, and strategic level operations. The analysis includes tasks reflecting the integration of the work of personnel from all services to include the joint forces service and functional component commanders and staffs, joint forces fires coordinator (JFFC), with emphasis on the tasks of subordinate coordination elements such as the air support operations center (ASOC),

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[3]AI is included as an element of joint fires and joint fire support because the CJTF will consider the use of AI along with other fires beyond the FSCL to create conditions to shape the battlespace in order to achieve his intent. The use of AI during Desert Storm to set favorable conditions for the ground campaign is an historic example.

[4]Attack helicopters are maneuver elements; however, they are also integral to providing fires in a joint environment. They have been included as an adjunct of joint fires and joint fire support because the use of attack helicopters is a means of attack that will be considered by the CJTF and components.

tactical air control parties (TACPs), air liaison officers (ALOs), naval air liaison officers (NALOs) for CAS, and naval gunfire liaison officers (NGLOs) for NSF. In some cases the term "joint forces fires coordination element" is used to describe the element of the J3 involved in the coordination, synchronization, and integration of joint fires and joint fire support.[5]

The analysis does not address the technical tasks necessary to actually fire artillery or NSF, prepare and deliver CAS or Army aviation fires, or conduct PSYOP or C^2W.

The phases PLAN, EMPLOYMENT, and TRANSITION relate to the entire JTF range of operations vice phasing for this particular BF. Although fire support integration, coordination, and synchronization are parts of a continuous cycle, for the purpose of portrayal, the analysis begins with the receipt of the unified command order establishing the JTF. The analysis addresses the planning actions and coordination activities initiated by the CJTF, staff, and components (planning phase). It continues through the JTF preparation for battle by detailing the modification and refinement of the joint fires plan, and culminates with the synchronized and integrated employment of lethal and non-lethal joint fires during the conduct of battle (employment phase). Consolidation/reorganization following the battle are also addressed (transition phase). The analysis includes those actions required to react to unexpected changes in the battle plan (employment phase). Deployment is not addressed in terms of specific tasks because deployment is also a separate function. Other than tasks covering the mechanics of inter- and intra-theater movement per se, joint fires tasks during deployment would be concerned with providing and receiving information, refining plans and preparing for battle, and, in some cases, providing fires. The analysis includes these sorts of tasks.

Rationale For Analysis

Since the analysis is based on joint and service doctrine which is evolving, it will almost certainly require future modifications to reflect such change.

[5]Neither "joint forces fires coordinator" nor "joint forces fire coordination element" are recognized in joint terminology. However, a corps commander acting as a CJTF needs an element in the headquarters to coordinate with service and functional components concerning the application of joint fires and joint fire support and to keep the CJTF informed. That is the envisioned role of the JFFC and the joint forces fires coordination element discussed in this analysis.

In order to establish parameters for the research, the following assumptions were used:

a. An Army corps headquarters (HQ) is dual-hatted as a JTF HQ subordinate to a unified or sub-unified command within a theater of operations.[6, 7]

b. The JTF has service (i.e., Army, Navy, Air Force and Marine) and functional (i.e., ground, air, naval, and special operations forces [SOF]) components. The corps HQ will serve as the ground and Army component (ARFOR) as well as the CJTF HQ.

c. The CJTF has directive authority over all components.

d. The corps HQ is augmented by joint personnel from a unified headquarters (similar to current Deployable Joint Task Force Augmentation Cell [DJTFAC] organizations). The components also provide required staff augmentation and liaison in order to provide the corps with a full range of joint expertise and to facilitate information flow. (An example of augmentation would be the creation of a Directorate of Plans and Policy, J5, from joint augmentation personnel, the corps G3 Plans and Exercises section, and the corps G5, Civil Affairs. Other corps staff sections [assistant chiefs of staff] are similarly augmented to form joint directorates.)

e. The CJTF may establish and task an organization within his staff to accomplish broad targeting oversight functions or may delegate this function to a subordinate commander. For the purpose of this analysis, it is assumed that the CJTF establishes a joint targeting coordination board (JTCB). The JTCB is normally chaired by the deputy CJTF. It will include component representatives, the J2 and J3, and other staff representatives as required.

f. The CJTF has designated the J3 as having primary staff responsibility for planning, coordinating, and integrating joint force command and control warfare (C2W) operations. Additionally, the CJTF has designated a C2W officer to coordinate the integration of C2W elements between various parts of the JTF staff, higher-echelon staffs, and component staffs. He participates in the JTCB process.

An implicit theme of the analysis is that the JTF's operation is limited in scope and duration. This affects the perspective from which tasks were developed. It also affects the organization of the

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[6]An Army corps HQ may also serve as a JTF HQ with a subordinate HQ unit designated as the land component commander. The decision whether or not to dual-hat is situationally dependent according to the factors of mission, enemy, troops available, terrain, and time (METT-T). In this document, the corps is dual-hatted because performing the two roles is the most demanding scenario, and because corps that have been designated as a potential JTF routinely train utilizing the dual-hat scenario.

[7]This assumption permits examination of the function while avoiding some doctrinal issues such as those associated with establishing fire support coordination measures (FSCM). The assumption also draws the context of the analysis towards the tactical level of war.

JTF headquarters. In such a limited situation it is likely that the JTF headquarters would not form all the boards, offices, and sections available to a unified headquarters to manage discrete functions. With the exceptions of the JTCB and the JPG, responsibility for such functions is specified in this analysis in the form of tasks performed by the appropriate commander or staff officer. A more robust JTF headquarters can tailor the analysis for its situation by substituting the appropriate boards, offices, or sections for the commander or staff officer specified here.

Analyses have not been conducted on corps or JTF performance of BF 18 (Plan for Combat Operations), BF 19 (Direct and Lead Units During Preparation for the Battle), and BF 20 (Direct and Lead Units in Execution of Battle). In order to describe in context the relationships between these functions and BF 15, tasks relevant to those BF and their relationships have been assumed for this analysis.

The tasks selected and the level of detail are important to the analysis of the BF for a JTF-level collective training strategy. Individual proficiency in service-related skills required to execute the collective tasks is assumed due to the experience level of officers and noncommissioned officers (NCOs) serving at corps/JTF level.

An assessment package was developed for the function and is included as a component of the analysis. Using the measures of effectiveness and performance provided, commanders and trainers can assess unit performance and prepare AARs at several levels of detail and from different perspectives (e.g., a particular outcome; asset utilization).

In the absence of joint "how to" manuals, specific task and sub-task titles were derived from the JTF HQ MTG. The derived titles may apply to (a) only part of a task or task step of the JTF HQ MTG; (b) multiple sub-tasks from different, but related, tasks; (e) tasks that are not directly stated in the JTF HQ MTG but are implied by other tasks or by requirements in applicable joint manuals, publications, or related doctrine; or (d) performance requirements considered necessary based on experiences of retired Army and Air Force senior officers who have commanded a corps acting as a JTF HQ or who have been responsible for the training and operations of JTFs.

Three appendices are included in this task analysis. Appendix A provides a listing of the thirty-nine (39) BFs grouped by BOS. This is a complete listing of all BF applicable to tactical echelon units that have been identified to date. Not all the BFs listed would be germane to JTF-level training. Appendix B provides the definition and focus of each BF. Appendix C is a listing of the abbreviations and acronyms used in this report.

The tenth component of this document reflects the linkage between the tasks in the task list and Army doctrine. It and Appendices A and B are included to facilitate Army training of the fires portion of joint operations.

Functional Analysis Components Overview

The purpose of this section is to present a brief overview of the components of this analysis. The components facilitate the use of the analysis for a variety of purposes, some of which are described in the next section. The title and a brief description of each component follow.

Introduction: Information is provided concerning the presentation of analysis components and the context in which the analysis was developed. The information provides an overview of the analytical approach.

Purpose and Outcomes of BF 15: The overall end result which the BF is supposed to accomplish, termed the purpose, is identified. This component also identifies the end states or bottom line results necessary to achieve the purpose, termed outcomes. As a consequence, this component of the analysis defines the end states that performance of the tasks must accomplish.

Flow Charts by Phase (Planning, Employment, Transition): This graphical description portrays the sequence of BF tasks within the framework of phases. This component describes the flow of tasks during each phase, the vertical task linkages (to higher and lower echelon units), and horizontal linkages to other BFs for the echelon being analyzed. It also depicts information flow which affects the tasks.

Other BFs Which Interact with BF 15: Tasks performed in other BFs or by other units are described as they relate (i.e., are linked) to the tasks of BF 15. These descriptions provide verbal details of the relationships portrayed graphically by the Flow Charts. The purpose of this component is to allow the user to incorporate related tasks and participants into a training exercise for this BF. Tasks which link to this analysis have been extracted for BFs or units for which functional analyses have been accomplished and extrapolated for those which have not yet been developed.

BF 15 Key Participants by Task: The participants required to perform the tasks are identified. Identification is based on the appropriate echelon/type unit TO&E, and includes special staff members who are critical for task accomplishment.

Key Inputs and Outputs to BF 15: The critical information required and generated by participants to successfully accomplish the BF is identified. Where information results from the performance of the BF tasks, BF information output is identified. One BF's information output normally is provided as another BF's input. Critical input and output are organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information is specific only to the BF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The linkages of inputs and outputs to specific tasks are depicted in the Flow Charts by Phase component.

Task List Summary: The tasks which are required to achieve the purpose of the BF are listed and organized by phase.

Task List: Tasks and supporting tasks necessary to perform the function are listed by phase. Normally, the task identifies the primary participants responsible for performing the tasks. The tasks have been extrapolated from joint publications or derived from experiences with joint operations. The specific sources of references for each task and sub-task are shown in brackets [ ] following the task.

Task Linkages of BF 15 to UJTL: Links the tasks performed in this analysis with tasks identified in the UJTL. The purpose is to assist the trainer or training developer in incorporating appropriate joint tasks and participants into a training exercise for this BF.

Task Linkages of BF 15 to Army FM and ARTEP MTPs: Linkages to Army documents are included to aid corps commanders in development of training programs. Specific references to appropriate Army training and evaluation plan-mission training plans (ARTEP-MTPs), echelon and functional area field manuals (FMs), and proponent school special texts are shown in brackets for each task in the task list.

Assessment Package: A series of measures of effectiveness and performance measures are provided so that BF performance can be assessed from various perspectives and levels of detail. These measures are described with a brief rationale for their development and use.

References: The sources of information from which this BF function analysis is derived are listed. The source's title and publication date are provided for users to locate the doctrinal source material for further detail and context.

Use of the Analysis

The analysis of a function can support a variety of uses. General purposes and information needs are suggested for unit commanders and training developers.

Developers and commanders often begin by performing or examining one or more front end analyses (FEAs) to gain an understanding of a relevant issue. Whether they perform FEAs themselves or draw from available analyses (like the BF functional analysis), information is sought on many topics. Likely topics include the following (with relevant BF functional analysis components indicated):

- What are the objectives/missions of the system? (Purpose and Outcomes)
- What are the vertical and horizontal linkages between elements, and what are the information inputs and outputs associated with these? (Flow Charts by Phase, Other BFs which Interact with BF 15, and Key Inputs and Outputs to BF 15)
- What are the processes and tasks being performed within each element? (Task Lists and Flow Charts by Phase)
- Who are the players and/or target audience? (BF 15 Key Participants by Task)

Two detailed examples of functional analysis usage are presented below. These examples demonstrate, first, how unit commanders and, second, how training developers can use the analyses. The examples can serve as a guide for other potential users since generic information within the functional analysis is transferable to the other applications.

Unit Commanders

The functional analysis provides relevant information for assessment and planning within the intent of those documents. The added information supports functional training which uses proficiency related to functions as the basis for identifying tasks to be trained and structuring training on those tasks. The functional analysis supplements the training and assessment systems and processes already in use by commanders.

1. **Conduct Training Assessment**

The commander assesses the mission essential task list (METL) to identify functions that require attention, to select outcomes for training focus, and to provide specific guidance for training. This functional training assessment allows the commander to perform an analysis across several layers with a successively narrow focus:

a. JMETL tasks.
b. As appropriate, each operational operating system (OOS) for each JMETL task that requires remediation or sustainment.
c. Relevant BFs for each OOS that require remediation or sustainment.
d. Relevant outcomes for each BF that requires remediation or sustainment.

The assessment module included with this function analysis provides a series of charts based on the BF purpose, outcomes, and tasks that facilitate the organization of observations and determination of a training assessment.

2. **Plan Training Events**

The functional analysis supports three tasks related to planning a training event. Use of the analysis to perform each of these tasks is described below.

a. Selecting Tasks and Supporting Tasks to be Trained

1) Selection of tasks by outcome or battle phase. When the training assessment identifies outcomes to be achieved, trainers can focus their attention on particular tasks that support the outcome. This requires sorting the tasks by outcomes. If trainers have no basis for identifying an outcome within the BF or if the training is to focus on a single phase, they can select tasks from the Task List Summary component. This component is organized by the phases of planning, employment, and transition. It is supported by the Flow Charts.

2) Selection of supporting tasks. Trainers must also select supporting tasks which make up blocks of performance required by the primary task. Each task and supporting task is structured to describe actions to be performed (e.g., steps) or the end states of the task (i.e., aspects of the standard). The detailed description for each task and supporting task is contained in the Task List for each phase of the battle.

3) Identification of references. The doctrinal source (publication number and task number or page number), in brackets, is included with the listing of each task and supporting task. Trainers can (a) determine the doctrinal publication title and publication date, and (b) refer to doctrinal source material for further detail and context, if desired.

b. Selecting the Training Audience. After determining which tasks must be trained, trainers should next identify the training audience. The BF 15 Key Participants by Task component of the Functional analysis supports that analysis. This component specifies the participants required to perform the tasks selected for training. One potential result of this review is that trainers may have to coordinate (through the appropriate commanders) with external units to have a specific special staff member participate in the training event.

c. Identifying Task Training Sequences and Products to Support Training. Unit trainers must also decide which products and information sources must be replicated or emulated to introduce external stimuli to the training events. The Flow Charts by Battle Phase and Key Inputs and Outputs to BF 15 components help indicate that information.

The flow charts are a companion to the task lists. They provide a graphical description of tasks as they are sequenced within the framework of the battle phases. By using them, trainers can identify: (a) the flow of tasks during each battle phase; (b) vertical task linkages (to higher and lower echelon units); (c) horizontal task linkages (to tasks in other BFs for the echelon being analyzed); and (d) information input and output which affect relevant tasks. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may interact with preceding or subsequent tasks.

The Input section of the Key Inputs and Outputs to BF 15 contains critical information, organized by the doctrinal product or means to communicate it, required by participants to achieve the purpose of the BF. The information and products described must be replicated to drive training events.

The Outputs section of the Key Inputs and Outputs to BF 15 describes information which results from the performance of the BF tasks. The Outputs should be covered by performance standards and usually should be part of the AAR.

Training Developers

Training developers provide new and modify existing training support material to facilitate use of new doctrine, emerging technologies, changes in organization, and strategies to cope with reduced resources and restricted training environments. Potential uses of a BF functional analysis

include development of training support packages and development of training aids, devices, simulators, and simulations.

It is anticipated that the joint community will develop more training materials to guide individual and collective training. Most training development is conducted within the framework of a systems approach to training. The functional analyses support a systems approach for collective training by identifying not only the tasks for each type of unit, but also horizontal and vertical relationships within each BOS, relationships among BOS, and relevant details about the relationships. The descriptions of interrelationships, which illustrate the scope of required synchronization plus details about tasks and supporting tasks, provide training developers with in-depth information about the content of training which they are supporting.

Purpose and Outcomes

This component identifies what the BF is supposed to accomplish overall, which we term the purpose. The component also identifies the end states or bottom-line results necessary to achieve the purpose, which we term outcomes. As a consequence, this component of the analysis defines the end states that performance of the tasks will accomplish.

PURPOSE

To coordinate, synchronize, and integrate all joint fires and joint fire support for the JTF in support of the commander's concept of operations and intent, maximizing mission accomplishment while minimizing risk to friendly forces, neutrals, and noncombatants.

OUTCOMES

1. Joint fires and joint fire support planning provide for identification and attack of the enemy critical capabilities, vulnerabilities, and centers of gravity in support of the JTF and component(s) concept(s) of operations and, where appropriate, scheme(s) of maneuver.

2. JTF and component intelligence collection requirements are prioritized and assigned to component, theater, and national commanders and directors for collection by RSTA assets.

3. JTF monitors deployment of required joint fires and joint fire support assets required to support the commander, joint task force's (CJTF) intent and concept of operations. CJTF issues orders to components establishing supporting and supported relationships for fire support of anticipated operations.

4. Fire control measures facilitate flexible and responsive delivery of joint fires and joint fire support and minimize fratricide, collateral damage, and/or non-combatant casualties.

5. Battle damage assessment (BDA) confirms the destruction, neutralization, harassment, or interdiction of surface targets. BDA determines the effects of non-lethal fires.

Flow Charts by Phase (Planning, Employment, Transition)

This component illustrates BF tasks as they are sequenced within the framework of phases of Planning, Employment, and Transition. The purpose of this component is (1) to indicate the flow of tasks, (2) to show vertical task linkages (to higher and lower echelon units) and horizontal task linkages (to other BF tasks for the echelon being analyzed), and (3) to depict information input and output which affects each task. Although the sequencing of tasks throughout each phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks. There are no tasks reflected for deployment per se since deployment or operational movement is a separate function.

Each echelon is labeled on the left of the flow chart. A horizontal line depicts the flow of tasks by sequence, reading left to right. The horizontal line for the echelon being analyzed is bolder than all other echelon horizontal lines.

Each task box contains a major task paraphrased from the BF Task List. On the inside and upper left corner of each task box is placed the appropriate Task number from the Task List. The linkages of tasks, both vertical and horizontal, are depicted with lines. Arrowheads are placed on the linking lines to reflect the relevance of the linkage. Examples follow:

Figure 1 illustrates the component task providing input or otherwise supporting the JTF task.

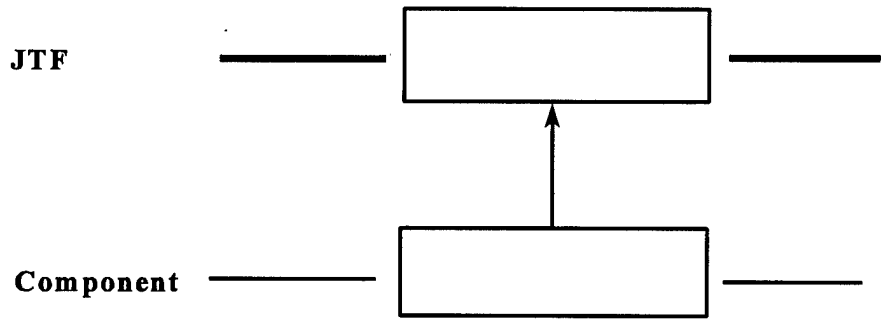


Figure 1. Component input to JTF.

Figure 2 illustrates the JTF task providing input or otherwise supporting the component task.

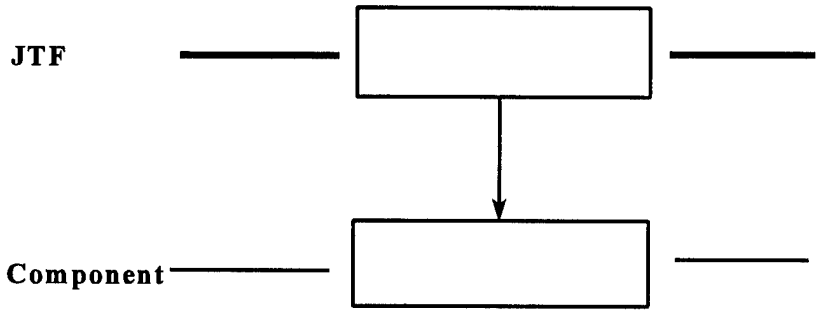


Figure 2. JTF input to the component.

Figure 3 illustrates both JTF and component tasks providing input or otherwise exchanging information which both tasks require.

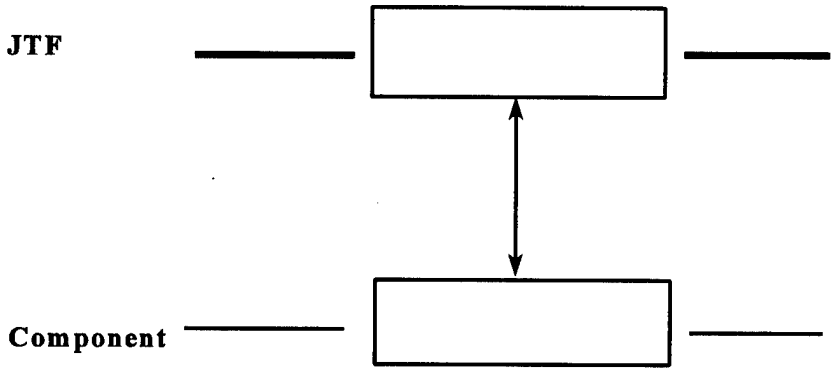


Figure 3. JTF and the component exchanging information.

Lines with no arrowheads reflect an inter-relationship between two or more tasks.

The relevant Input and Output letters listed in the Key Inputs and Outputs component are listed to the outside upper right of the task box. Each relevant task is depicted with input information which is required to perform the task and output information which is produced as a result of performing the task. Input and Output information is listed in the Key Inputs and Outputs component of the BF analysis.

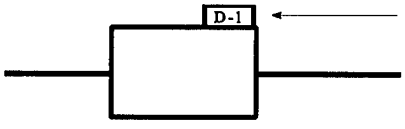


Figure 4. Key task inputs and outputs.

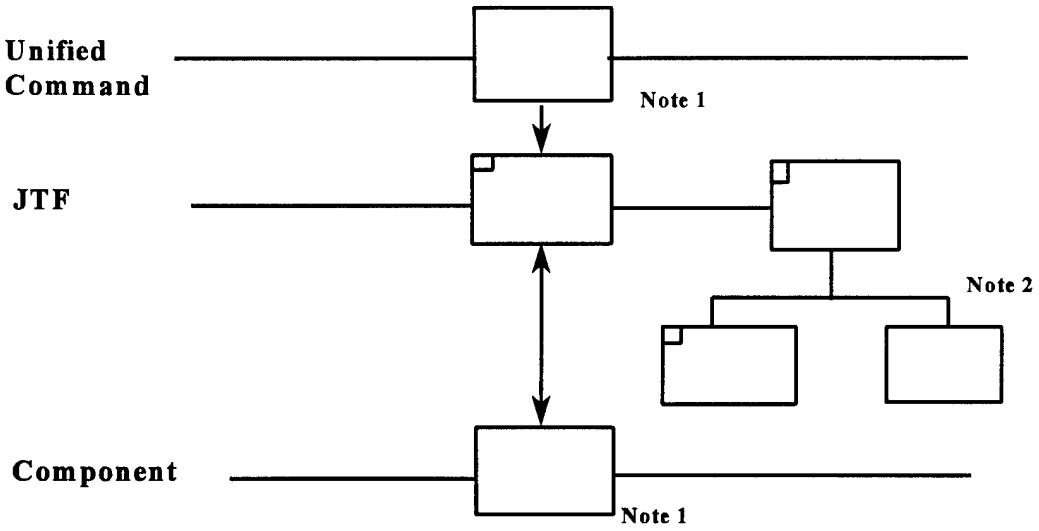
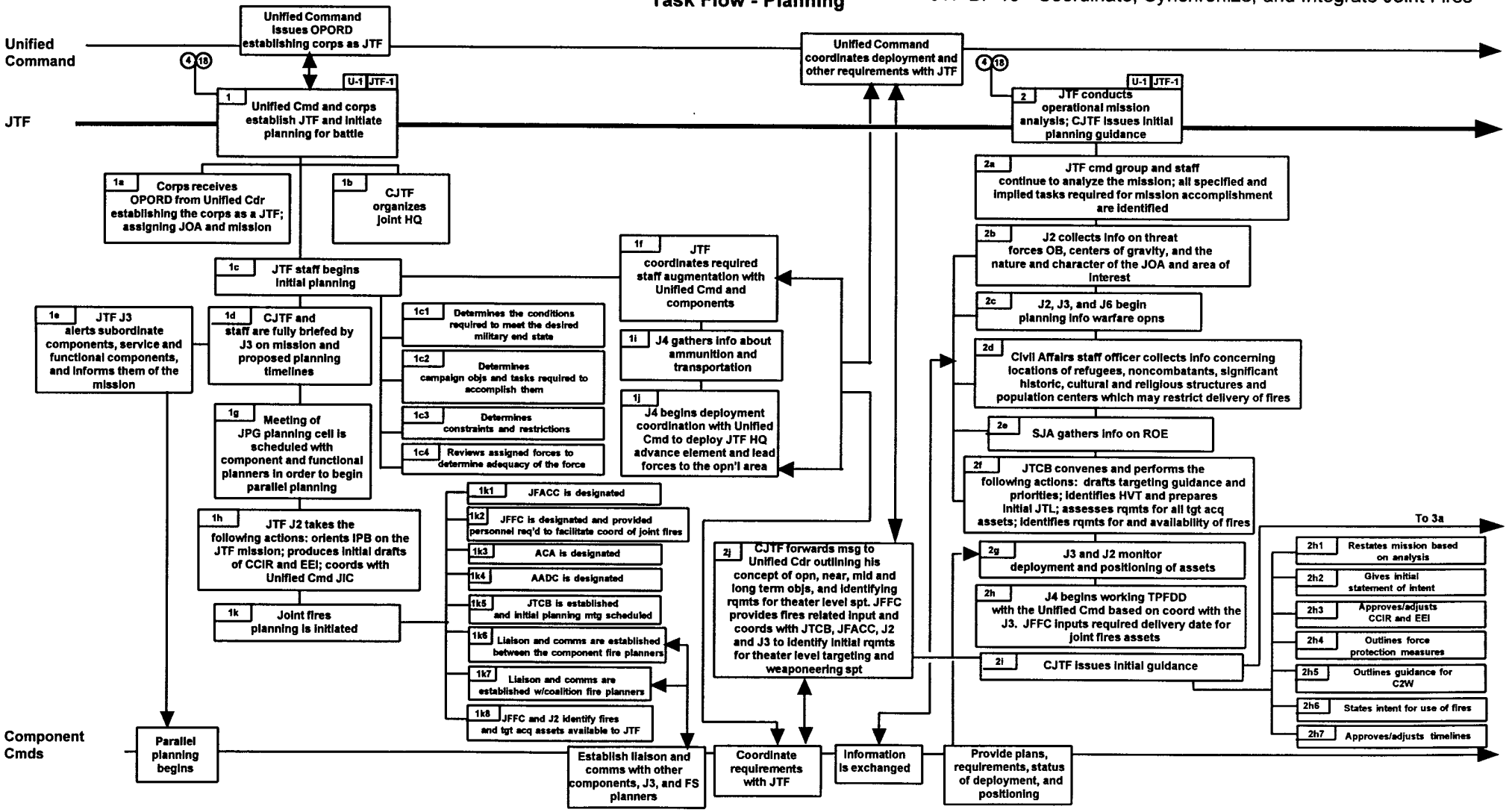


Figure 5. Task linkages to other BFs and units.

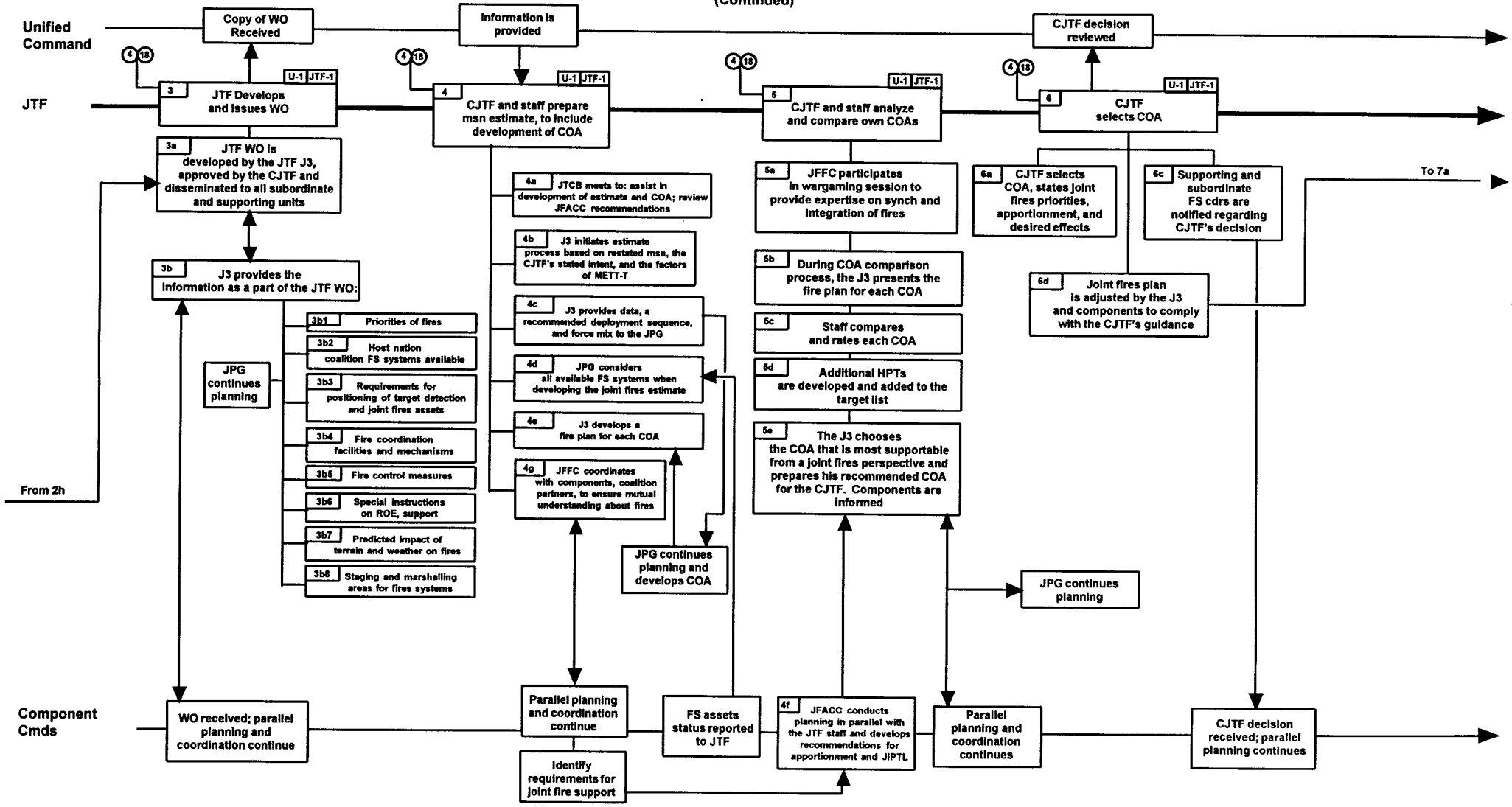
Note 1: Task linkage to other units
Note 2: Task linkage to other BF (same echelon)

Task linkages to other BFs/Units are reflected on the flow charts. The task's text is placed in a box without a task number. In the case of a task from another unit (echelon), it is shown on that unit's (echelon's) horizontal line. Its relationship to the JTF task is illustrated as described in Figures 1 through 3. In the case of a task from another BF, for the same echelon as the BF being performed, the task is depicted on the same BF echelon horizontal line, and its relationship to the JTF task is indicated.

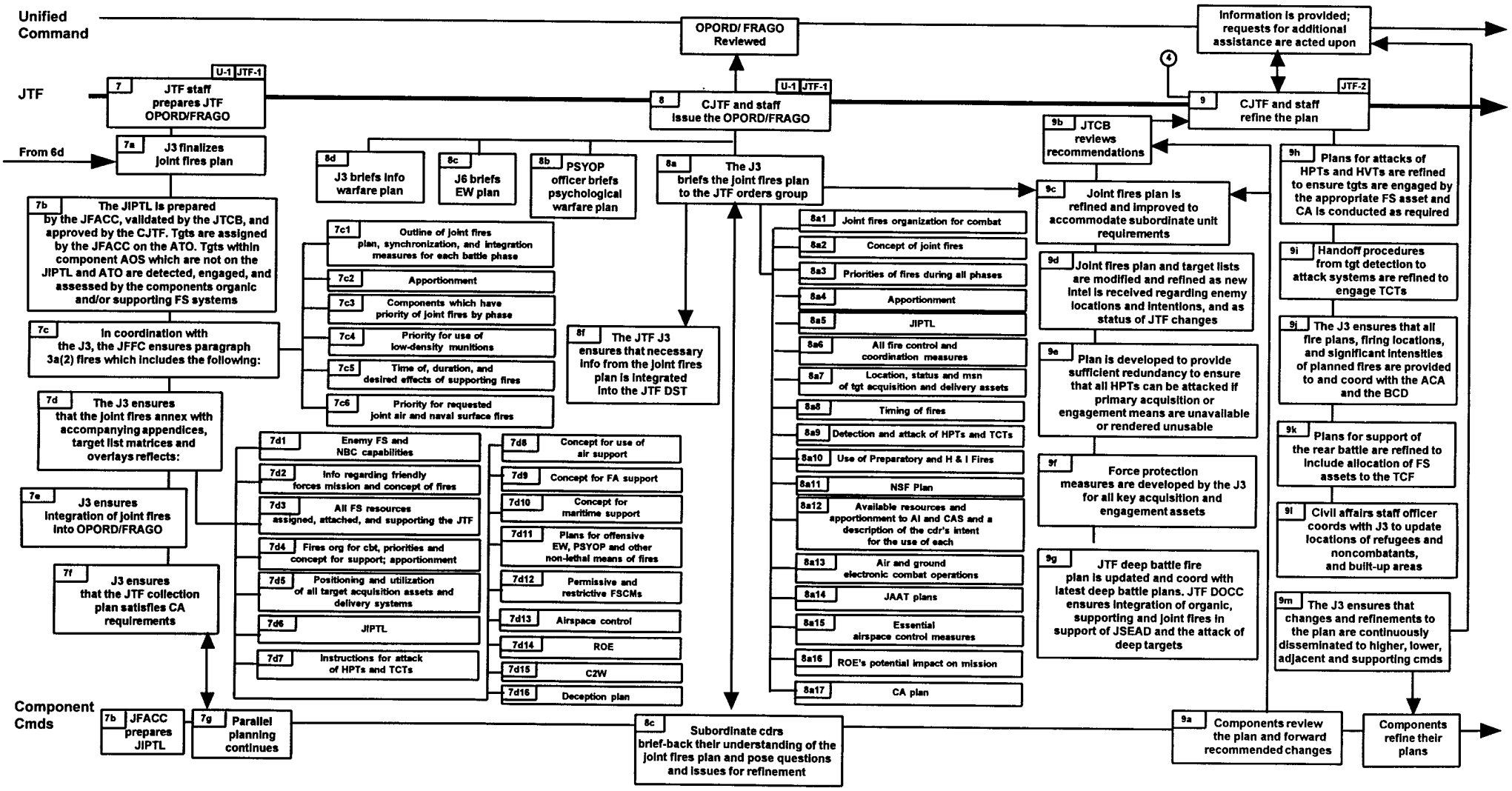
Task Flow - Planning



Task Flow - Planning
(Continued)

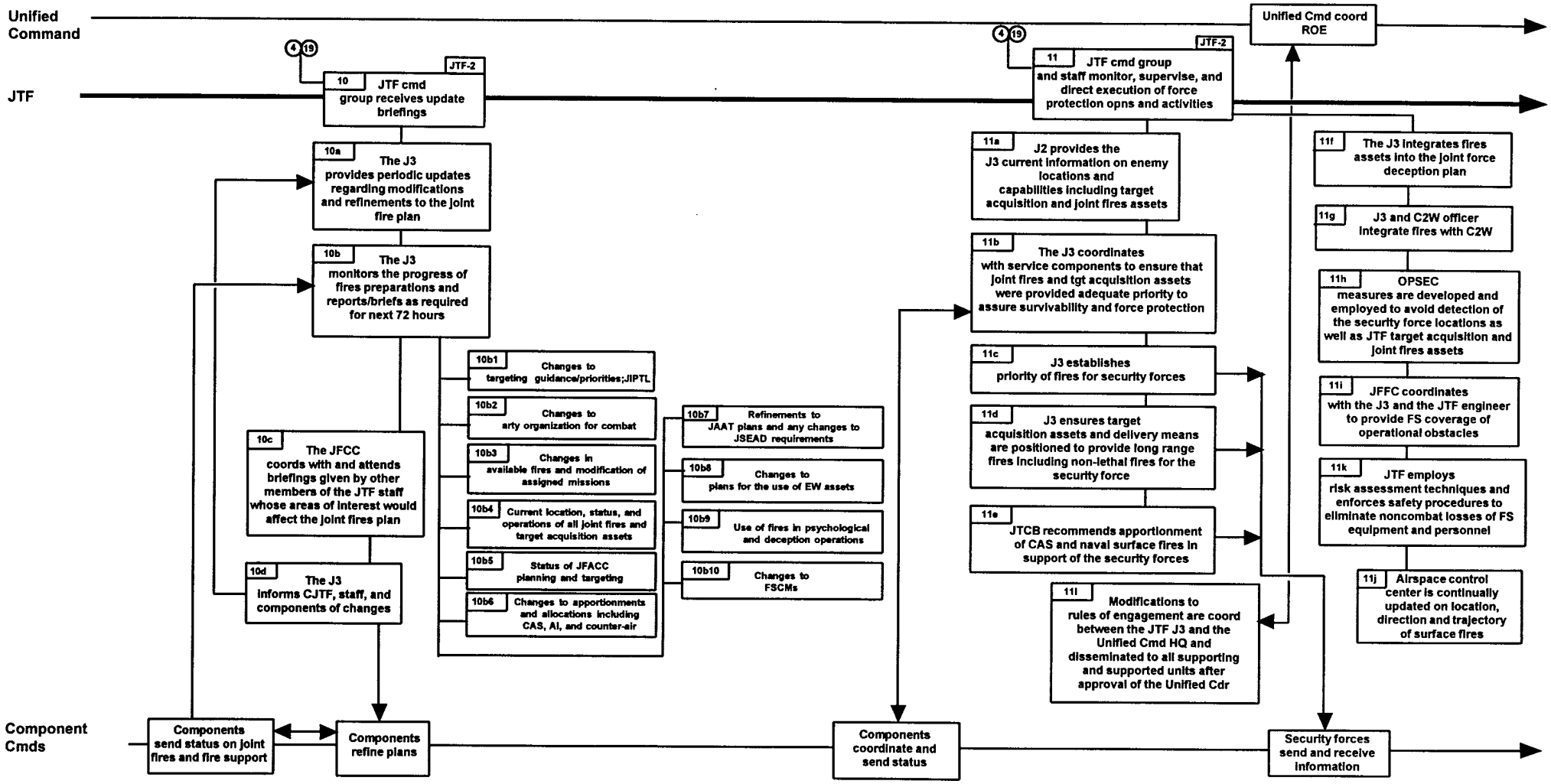


Task Flow - Planning
(Continued)

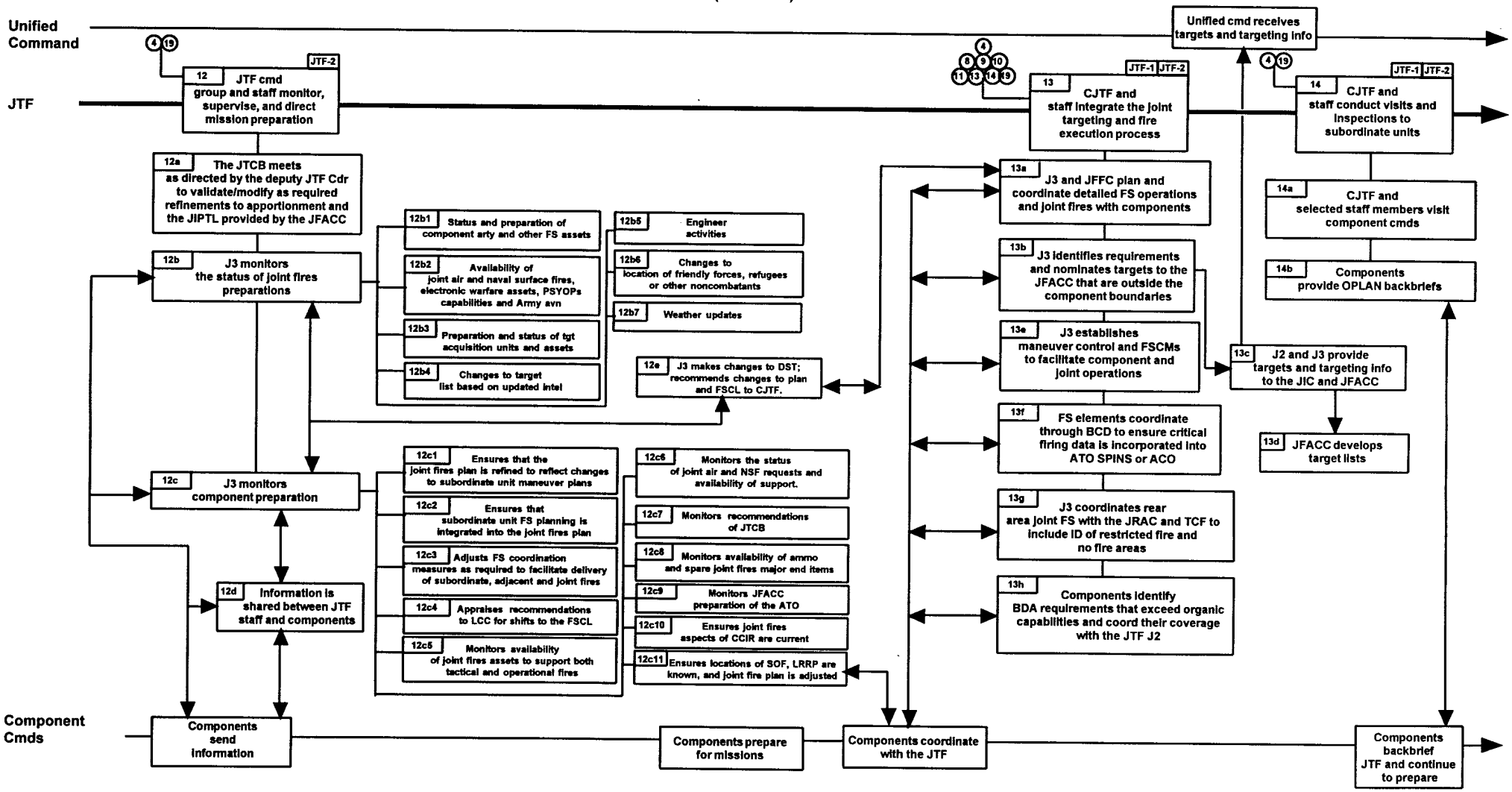


Task Flow - Employment

JTF BF 15 - Coordinate, Synchronize, and Integrate Joint Fires

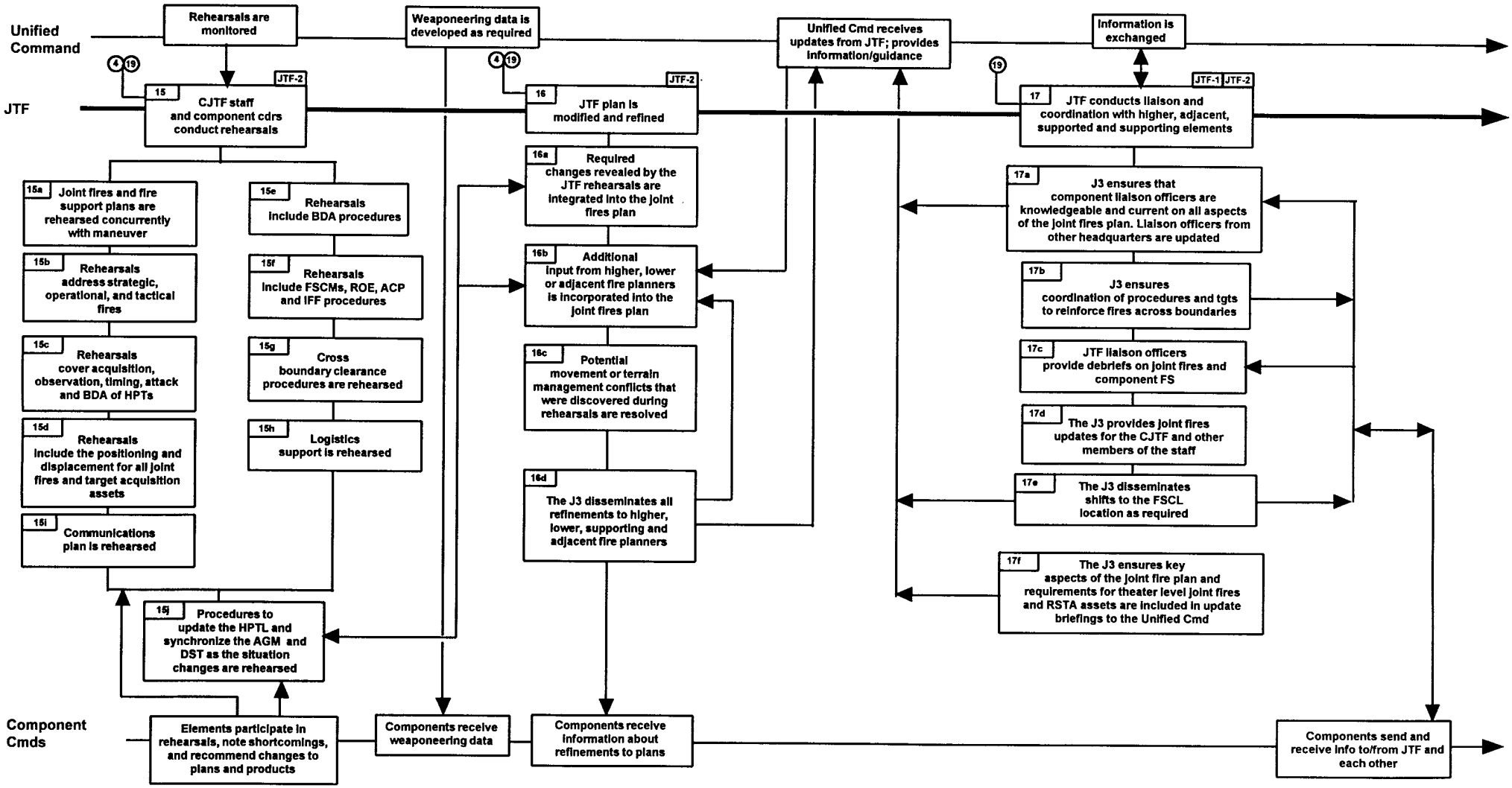


Task Flow - Employment
(Continued)

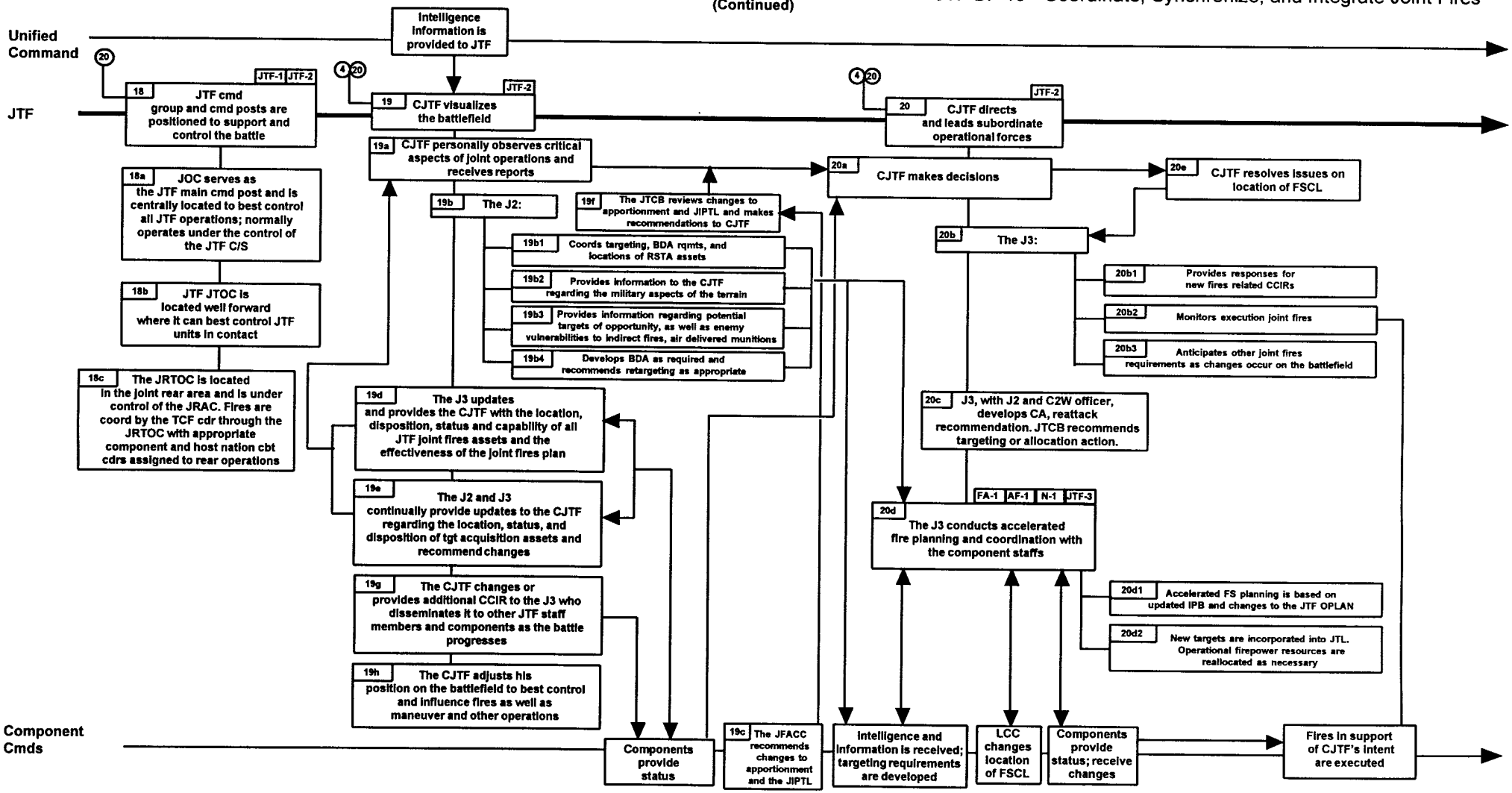


Task Flow - Employment
(Continued)

JTF BF 15 - Coordinate, Synchronize, and Integrate Joint Fires

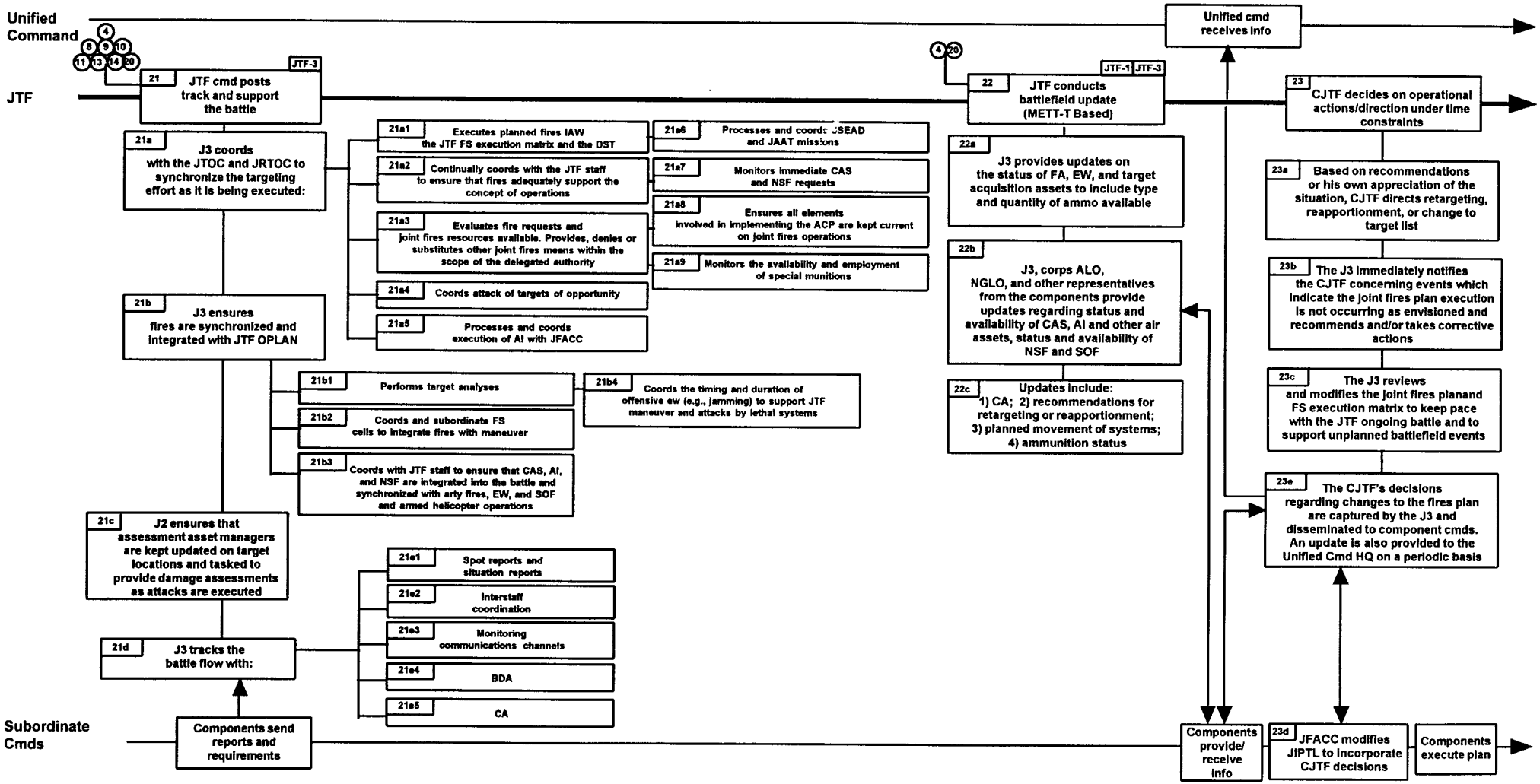


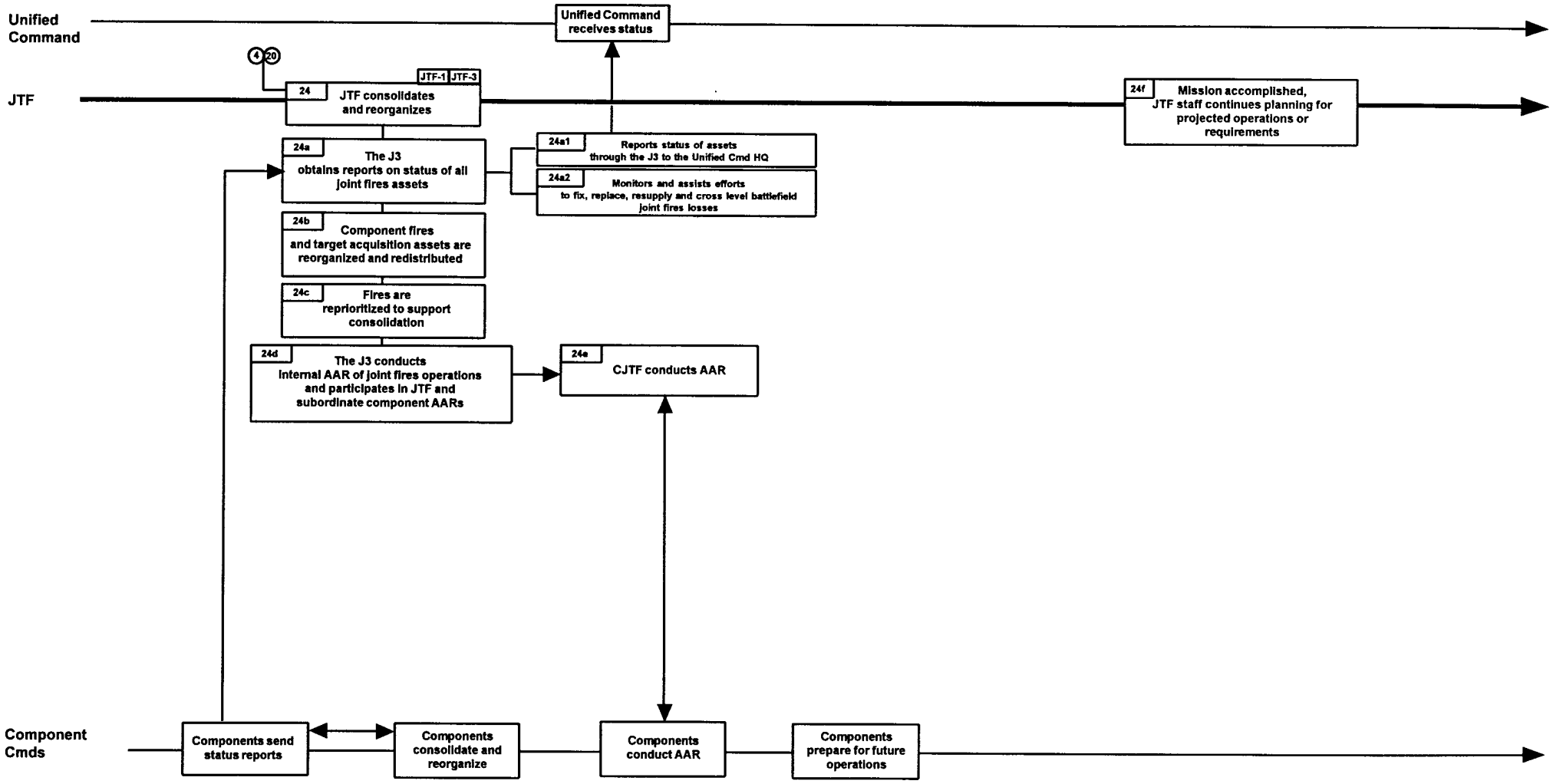
Task Flow - Employment
(Continued)



Task Flow - Employment
(Continued)

JTF BF 15 - Coordinate, Synchronize, and Integrate Joint Fires




Unified Command
JTF
Component Cmds
Unified Command receives status
4
20
JTF-1
JTF-3
24 JTF consolidates and reorganizes
24a The J3 obtains reports on status of all joint fires assets
24a1 Reports status of assets through the J3 to the Unified Cmd HQ
24a2 Monitors and assists efforts to fix, replace, resupply and cross level battlefield joint fires losses
24b Component fires and target acquisition assets are reorganized and redistributed
24c Fires are reprioritized to support consolidation
24d The J3 conducts internal AAR of joint fires operations and participates in JTF and subordinate component AARs
24e CJTF conducts AAR
24f Mission accomplished, JTF staff continues planning for projected operations or requirements
Components send status reports
Components consolidate and reorganize
Components conduct AAR
Components prepare for future operations

Other BFs that Interact with BF 15

This component describes the linkage between this function and other BFs and units. The purpose of this component is to allow the trainer or training developer to incorporate related functions into a training exercise for this BF.

BF	TITLE	LOGIC
BF1	Conduct Intelligence Planning	Fire support planners: a) Identify targeting requirements to be incorporated into the joint target list (JTL). b) Recommend fire support related Commander's Critical Information Requirements (CCIR) and essential elements of information (EEI) to the J2. c) Analyze the effects of terrain and weather on joint fires and fire support operations. d) Assist the J2 in evaluating coalition and enemy indirect fire capability.
BF 2	Collect Information	Acquisition of targeting information is the key to successful fire support at any level. Detection of targets and the sensor to shooter link, especially when joint and combined assets are used, requires detailed planning and coordination.
BF 3	Process Information	Fire planners are integrated into the information processing and intelligence systems to refine and modify the fires plan.
BF 4	Disseminate Intelligence	The updated enemy situation is analyzed to modify and refine joint and component fire plans and provide responsive indirect and non-lethal fires as required. The Joint Intelligence Center (JIC) fuses and distributes intelligence and targeting information obtained by Reconnaissance, Surveillance and Target Acquisition (RSTA) systems.

BF	TITLE	LOGIC
BF 5	Conduct Tactical Movement	Fires are integrated and utilized to support tactical maneuver by ground components of the JTF. Delivery means and target acquisition assets are positioned to effectively provide joint fires in support of the JTF as well as component fire support.
BF 6	Engage Enemy with Direct Fire and Maneuver	Fire support assets are planned and employed to support surface maneuver and the component's direct fire battles.
BF 8	Employ Field Artillery	Source of fire power to be integrated and synchronized into the Joint Fires Plan and synchronized with maneuver and direct fires.
BF 9	Employ Close Air Support	Source of fire power to be integrated and synchronized into the Joint Fires Plan and synchronized with maneuver and direct fires.
BF 10	Conduct Electronic Collection and Electronic Attack	Source of non-lethal fires to be integrated and synchronized with lethal delivery means, JTF maneuver, and direct fires.
BF 11	Conduct Battlefield PSYOP	Psychological operations are a non-lethal form of support that must be coordinated in conjunction with lethal fires.
BF 13	Conduct Counter Target Acquisition Operations	Fires are employed to detect, suppress, degrade, or destroy enemy target acquisition assets in support of JTF maneuver and the counterfire and direct fire battles.
BF 14	Employ Naval Surface Fires	Source of fire support to be integrated into the Joint Fires Plan and synchronized with maneuver and direct fires.

BF	TITLE	LOGIC
BF 16	Take Active Air Defense Measures	Fires are planned and positioned against known or suspected enemy attack helicopters. Air defense artillery (ADA) systems are employed to protect JTF RSTA and fire assets.
BF 17	Take Passive Air Defense Measures	Target acquisition and delivery means are hidden, dispersed, moved, and hardened to protect them from enemy air.
BF 18	Plan for Combat Operations	All fires are integrated and synchronized with the service maneuver plans, direct fire plans, and the CJTF's intent.
BF 19	Direct and Lead Unit During Preparation for the Battle	Joint fires means are positioned and rehearsed; joint fires plan is modified and refined based on rehearsals, enemy situation, changes in availability of fires, and changes in the maneuver and direct fire plans. Fires assets are utilized to support security operations and other force protection measures.
BF 20	Direct and Lead Units in Execution of Battle	Lethal and non-lethal fires and operations are integrated and synchronized with maneuver and direct fires during the conduct of the battle.
BF 21	Overcome Obstacles	Joint fires assets are used to obscure components breaching activities, destroy obstacles, and attack enemy positions and forces securing obstacles.
BF 23	Provide Countermobility	Scatterable mines and munitions are integrated into fire planning, preparation, and execution. Delivery means and target acquisition assets are positioned to process and control scatterable mines and munition fires. Joint fires are planned and delivered on enemy forces attempting to breach or bypass obstacles.

BF	TITLE	LOGIC
BF 24	Enhance Physical Security	Target acquisition and delivery means positions are hardened. Mission oriented protective posture is employed and NBC monitoring operations are conducted to protect against enemy attack of fire support units and assets.
BF 25	Provide Operations Security	Fires are provided to support security operations. Systems are positioned and concealed to deny enemy information on friendly forces and intentions.
BF 26	Conduct Deception Operations	Artillery, CAS, and NSF are incorporated into physical deception measures (demonstrations, feints). Electronic deception operations are conducted to mislead enemy concerning friendly plans and operations.
BF 28	Provide Transportation Services	Units employ organic and supporting ground and air transportation assets to transport personnel, equipment, and ammunition.
BF 29	Conduct Supply Operations	There is a requirement for continuous resupply of delivery systems.
BF 30	Provide Personnel Services	It is necessary to project and fill shortages of fire support personnel.
BF 31	Maintain Weapons Systems and Equipment	Units perform preventative maintenance and repair/replace delivery systems, target acquisition, and mission essential equipment.
BF 33	Treat and Evacuate Battlefield Casualties	JTF establishes evacuation policy. JTF staff monitors the treatment and evacuation of fire support elements' casualties which exceed organic capabilities.

BF	TITLE	LOGIC
BF 36	Conduct Civil Affairs Operations	Avoidance of noncombatant casualties or significant collateral damage as a result of fires is essential. Movement and positioning of joint fire elements may be affected by the presence of civilians.

BF 15 Key Participants by Task

This component identifies the training audience for training events for the related tasks. It is based on the appropriate echelon/type unit table of organization and equipment (TO&E) and includes special staff (as per appropriate doctrinal reference) critical for the task accomplishment. The purpose of this component is to help commanders and trainers to identify the training audience required for a training event focused on this function.

TASKS		KEY PARTICIPANTS
Planning		
1.	Unified command and corps establish joint task force and initiate planning for battle.	Unified Commander, J3, CJTF, JTF Deputy Commander(s), C/S, J2, J3, J5, J6, JFFC, ALO, NGLO, Aviation Officer, Electronic Warfare Officer (EWO), PSYOP Officer, service and functional component commanders and staffs
2.	JTF conducts operational mission analysis; CJTF issues initial planning guidance.	CJTF, JTF Deputy Commander(s), C/S, J1, J2, J3, J4, J5, J6, JFFC, service and functional component commanders and staffs, Civil Affairs staff officer, ALO, NGLO, Aviation Officer, EWO, Engineer, Chemical Officer, Air Defense Coordinator (ADCOORD), PSYOP Officer, Staff Judge Advocate (SJA)
3.	JTF develops and issues warning order.	CJTF, JTF Deputy Commander(s), C/S, J2, J3, J4, JFFC, ALO, NGLO
4.	CJTF and staff prepare mission estimate to include development of courses of action.	CJTF, JTF Deputy Commander(s), C/S, J1, J2, J3, J4, J5, J6, JFFC, service and functional component commanders and staffs, ALO, NGLO, Aviation Officer, EWO, Engineer, Chemical Officer, Command and Control Warfare (C2W) Officer, ADCOORD, PSYOP Officer
5.	CJTF and staff analyze and compare own courses of action.	CJTF, JTF Deputy Commander(s), C/S, J1, J2, J3, J4, J5, J6, JFFC, service and functional component commanders and staffs, ALO, NGLO, Aviation Officer, EWO, Engineer, Chemical Officer, ADCOORD, PSYOP Officer, SJA

6.	CJTF selects course of action.	CJTF, Deputy Commander(s), C/S, J2, J3, J5, J6, JFFC, ALO, NGLO, Aviation Officer, EWO, PSYOP Officer, C2W Officer, service and functional component commanders and staffs
7.	JTF staff prepares JTF OPORD/FRAGO.	CJTF, JTF Deputy Commander(s), C/S, J1, J2, J3, J4, J5, J6, JFFC, service and functional component commanders and staffs, ALO, NGLO, Aviation Officer, EWO, Engineer, Chemical Officer, C2W Officer, ADCOORD, PSYOP Officer, SJA, component liaison officers
8.	CJTF and staff issue the OPORD/FRAGO.	CJTF, JTF Deputy Commander(s), C/S, J1, J2, J3, J4, J5, J6, JFFC, ALO, NGLO, Aviation Officer, EWO, Engineer, Chemical Officer, ADCOORD, PSYOP Officer, SJA, service and functional component commanders and staffs
9.	CJTF and staff refine the plan.	CJTF, JTF Deputy Commander(s), C/S, J1, J2, J3, J4, J5, J6, JFFC, ALO, NGLO, Aviation Officer, EWO, Engineer, Chemical Officer, ADCOORD, PSYOP Officer, C2W Officer, service and functional component commanders and staffs
Employment		
10.	JTF command group receives update briefings.	CJTF, JTF Deputy Commander(s), C/S, J1, J2, J3, J4, J5, J6, JFFC, service and functional component commanders and staffs, ALO, NGLO, Aviation Officer, EWO, Engineer, Chemical Officer, ADCOORD, PSYOP Officer, SJA
11.	JTF command group and staff monitor, supervise, and direct execution of force protection operations and activities.	CJTF, JTF Deputy Commander(s), C/S, J2, J3, J6, JFFC, EWO, Engineer, Chemical Officer, C2W Officer, SJA, service and functional component commanders and staffs

12.	JTF commander, command group and staff monitor, supervise, and direct mission preparation.	CJTF, JTF Deputy Commander(s), C/S, J1, J2, J3, J4, J5, J6, JFFC, service and functional component commanders and staffs, ALO, NGLO, Aviation Officer, EWO, Engineer, Chemical Officer, ADCOORD, PSYOP Officer
13.	CJTF and staff integrate the joint targeting and fire execution process.	CJTF; JTF Deputy Commander(s); C/S; J2; J3; J5; Engineer; JFFC; ALO; NGLO; C2W Officer, Aviation Officer; EWO; Joint Rear Area Coordinator (JRAC), service and functional component commanders, their intelligence officers, operations officers and fires coordinators
14.	CJTF and staff conduct visits and inspections to subordinate units.	CJTF, JTF Deputy Commander(s), C/S, J2, J3, J4, JFFC, ALO, NGLO, Engineer, service and functional component commanders and staffs
15.	CJTF, staff, and component commanders conduct rehearsals.	CJTF, JTF Deputy Commander(s), C/S, J1, J2, J3, J4, J5, J6, JFFC, ALO, NGLO, Aviation Officer, EWO, Engineer, Chemical Officer, ADCOORD, PSYOP Officer, C2W Officer, service and functional component commanders and staffs, JRAC
16.	JTF plan is modified and refined.	CJTF, JTF Deputy Commander(s), C/S, J1, J2, J3, J4, J5, J6, JFFC, ALO, NGLO, Aviation Officer, EWO, Engineer, Chemical Officer, ADCOORD, PSYOP Officer, SJA, service and functional component commanders and staffs, and JRAC
17.	JTF conducts liaison and coordination with higher, adjacent, supported, and supporting elements.	CJTF, JTF Deputy Commander(s), C/S, J1, J2, J3, J4, J5, J6, JFFC, ALO, NGLO, C2W Officer, Aviation Officer, EWO, Engineer, Chemical Officer, ADCOORD, PSYOP Officer, SJA, service and functional component commanders and staffs, JRAC, Airspace Control Authority (ACA)
18.	JTF command group and command posts are positioned to support and control the battle.	CJTF, JTF Deputy Commander(s), C/S, J2, J3, JFFC, JRAC, ALO, NGLO

19.	CJTF visualizes the battlefield.	CJTF, JTF Deputy Commander(s), C/S, J1, J2, J3, , J4, J5, J6, JFFC, ALO, NGLO, Aviation Officer, EWO, Engineer, Chemical Officer, ADCOORD, PSYOP Officer, service and functional component commanders and staffs, and JRAC
20.	CJTF directs and leads subordinate operational forces.	CJTF, JTF Deputy Commander(s), C/S, J1, J2, J3, J4, J5, J6, JFFC, ALO, NGLO, Aviation Officer, EWO, Engineer, Chemical Officer, ADCOORD, PSYOP Officer, SJA, service and functional component commanders and staffs, and JRAC
21.	JTF command posts track and support the battle.	CJTF, JTF Deputy Commander(s), C/S, J2, J3, JFFC, JRAC, ALO, NGLO, C2W Officer
22.	JTF conducts battlefield update (METT-T based).	CJT, JTF Deputy Commander(s), C/S, J2, J3, JFFC, JRAC, EWO, Aviation Officer, ALO, NGLO, service and functional component commanders, intelligence officers, operations officer, and Fire Support Coordinator
23.	CJTF decides on operational actions/direction under time constraints.	CJTF, JTF Deputy Commander(s), C/S, J2, J3, JFFC, JRAC, EWO, Aviation Officer, ALO, NGLO, SJA, service and functional component commanders, intelligence officers, operations officer, and Fire Support Coordinator
Transition		
24.	JTF consolidates and reorganizes.	CJTF, JTF Deputy Commander(s), C/S, J1, J2, J3, , J4, J5, J6, JFFC, ALO, NGLO, Aviation Officer, EWO, Engineer, Chemical Officer, ADCOORD, PSYOP Officer, service and functional component commanders and staffs, and JRAC

Key Inputs and Outputs to BF 15

This component identifies critical input information required by participants to successfully accomplish the BF. Where information results from the performance of the BF tasks, BF information output will be identified. One BF's information output normally is provided as another BF's input. Critical input and output information is organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information identified is specific only to the BF echelon and function being analyzed and is not intended to reflect all the information the product may contain. The purpose of this component is to identify information required to drive a training exercise for this BF and to establish standards for measuring the performance of BF tasks resulting in information output.

KEY INPUTS

U-1 UNIFIED COMMAND OPORD

a. JTF mission.
b. Joint area of operations is defined.
c. Commander in Chief's (CINC's) intent.
d. JTF forces.
e. Joint augmentation to JTF.
f. Joint Operations Area (JOA) and out of JOA marshalling and staging areas.
g. Availability of theater and national RSTA assets.
h. Initial intelligence estimates and target files.
i. Target file.
j. Rules of engagement (ROE).
k. Protected targets.

JTF-1 JTF/CORPS STANDING OPERATING PROCEDURES

a. Pre-combat checklists.
b. Organization of joint operations center (JOC), joint tactical operations center (JTOC) and joint rear tactical operations center (JRTOC).
c. Responsibilities and authority of service and functional operations centers; e.g., joint air operations center (JAOC), supporting arms coordination center (SACC).
d. Joint fires coordination element and functions.
e. Joint targeting coordination board (JTCB) composition, operation, and responsibilities.
f. Battlefield identification procedures.
g. Integration of joint augmentation cell personnel.
h. Target request procedures.

JTF-2 JTF OPORD

a. CJTF intent and concept of operations.
b. CJTF intent and guidance for fire support.
c. Joint fires plan, paragraph 3 (Execution) of operations order (OPORD).
d. Deployment concept.
e. Tasks for each supported and supporting command.
f. Concept of support.
g. Annex A - Task Organization.
h. Annex C - Operations.
    1) Appendix 3 - C2W.
    2) Appendix 4 - PSYOP.
    3) Appendix 7 - ROE.
    4) Appendix 9 - Reconnaissance.
    5) Appendix 10 - Counter C3.
    6) Appendix 15 - Counterattack.
    7) Appendix 17 - Amphibious operations.
    8) Appendix - Joint fire support.
    9) Appendix - Synchronization matrix.
    10) Appendix - Forcible entry operations.
    11) Appendix 19 - Airspace control plan (ACP).
i. Annex D - Logistics: Appendix 6 - Non-nuclear ammunition.
j. Annex G - Civil affairs.
k. Annex J - Command relationships
l. Annex K - C3 systems.
m. Annex N - Space operations.
n. Annex T - Force protection.
o. Annex X - Execution checklist.
p. Airspace control order (ACO). NOTE: The ACO is developed by the airspace control authority (ACA) and approved by the CJTF. It will normally be published as a separate order but should be referenced and referred to in the JTF OPORD.
    1) Conditions under which ACO applies.
    2) Duties and responsibilities of the ACA, area air defense commander, and fire support coordination elements.
    3) Procedures to coordinate and deconflict air space.
    4) Positive air space control measures and procedures.
    5) Identification friend or foe (IFF) procedures.
    6) Transit routes and altitudes.
    7) Unmanned aerial vehicle (UAV) launch, recovery and mission areas.

FA-1 ARTILLERY FIRE PLAN

a. Concept of artillery support.
b. Organization for combat.

c. Artillery support priorities.
d. Target acquisition plan.
e. Munitions availability.

AF-1 AIR OPERATIONS PLANNING/AIR TASKING ORDER (NOTE: The ATO is prepared by the joint air operations center (JAOC)).

a. Roles and tasks to be carried out by air assets.
b. JTF commander's apportionment of air assets.
c. Distribution of CAS.
d. Allocation of AI.
e. Request procedures for air tasking order (ATO).
f. Joint Surveillance Target Attack Radar System (JSTARS) support.
g. Intratheater lift.
h. Weaponeering.
i. JSEAD operations.
j. Joint air attack techniques (JAAT) operations.
k. Missile fires.

N-1 NAVAL SURFACE FIRE PLANNING DOCUMENTS

a. NSF estimate of supportability.
b. Overall NSF support requirements letter.
c. Detailed NSF support requirements letter.

KEY OUTPUTS

JTF-3 MODIFIED/REFINED JOINT FIRES PLAN

a. Priorities of joint fires.
b. JTL.
c. Field artillery plan. (NOTE: The field artillery plan is included to insure effective use of artillery in terms of support of the land component commander's [LCC] scheme of maneuver and in terms of joint fire support to all components; e.g., JATT, JSEAD. It reflects the results of direct coordination among components.)
d. ATO.
    1) Counter air.
    2) AI.
    3) CAS.
    4) Rocket and missile fires.
e. NSF Plan.
    1) Organization for combat; e.g., ships in direct support (DS) and general support (GS).
    2) Organization of Air and Naval Gunfire Liaison Company (ANGLICO).

f. EW.
g. Targeting/weaponeering guidance.
h. Joint fires execution matrix.
i. Airspace control plan (ACP). NOTE: Prepared by ACA.
j. Fire support coordination measures (FSCMs). (NOTE: Land component and amphibious component commanders draw their own fire support coordination lines [FSCL], a FSCM. In this analysis, the CJTF is also the LCC and would draw the FSCL.)
k. Updated DST-Synch matrix.
l. ROE.

Task List Summary

This component provides a summary of the tasks.

PLANNING

1. **Unified command and corps establish joint task force and initiate planning for battle.**

2. **JTF conducts operational mission analysis; CJTF issues initial planning guidance.**

3. **JTF develops and issues warning order.**

4. **CJTF and staff prepare mission estimate to include development of courses of action.**

5. **CJTF and staff analyze and compare own courses of action.**

6. **CJTF selects course of action.**

7. **JTF staff prepares JTF OPORD/FRAGO.**

8. **CJTF and staff issue the OPORD/FRAGO.**

9. **CJTF and staff refine the plan.**

EMPLOYMENT

10. **JTF command group receives update briefings.**

11. **JTF command group and staff monitor, supervise, and direct execution of force protection operations and activities.**

12. **JTF command group and staff monitor, supervise, and direct mission preparation.**

13. **CJTF and staff integrate the joint targeting and fire execution process.**

14. **CJTF and staff conduct visits and inspections to subordinate units.**

15. **CJTF, staff, and component commanders conduct rehearsals.**

16. **JTF plan is modified and refined.**

17. **JTF conducts liaison and coordination with higher, adjacent, supported, and supporting elements.**

18. **JTF command group and command posts are positioned to support and control the battle.**

19. **CJTF visualizes the battlefield.**

20. **CJTF directs and leads subordinate operational forces.**

21. **JTF command posts track and support the battle.**

22. **JTF conducts battlefield update (METT-T based).**

23. **CJTF decides on operational actions/direction under time constraints.**

TRANSITION

24. **JTF consolidates and reorganizes.**

Task List

The purpose of this component is to identify, organize, and list in logical sequence all of the tasks and subtasks necessary to perform this function. Normally, the primary participants responsible for performing the task are identified. The tasks were extracted from the appropriate doctrinal publications and sources. The specific sources of reference for each task and subtask are shown in brackets [ ] following the task.

In many instances, the wording of the task has been changed from the text found in the Joint Task Force Headquarters Master Training Guide (JTF HQ MTG) to add clarity, context, or meaning. The JTF HQ MTG references reflected in brackets after the task name allow the user to refer to the original source material for further detail and context, if desired.

Full references for all the source material are listed in the reference section.

Planning Task List

1. **Unified command and corps establish joint task force and initiate planning for battle.** [Joint Pub 2-0, Chap II and IV; Joint Pub 3-09, Chap II and IV; Joint Pub 3-55, Chap I and II; Universal Joint Task List ST 1, 2, 4, OP 2, 4, 5 and TA 3; JTF HQ MTG, Tasks 102-05-J2, 102-07-J2, 103-02-J3, 104-02-J4, 104-04-J4, 105-02-J5, 110-02-SJA, 110-03-SJA, 115-00-CJTF, 120-01-J2, 120-02-J2/Dir-JISE, 125-00-J3, 126-00-J3, 128-00-CJTF/JRAC, 132-00-J5/Dir JPG, and 203-00-CJTF].

   a. Corps headquarters (HQ) receives OPORD from unified commander establishing the corps as a JTF and assigning mission and joint operations area (JOA).

   b. The CJTF organizes the JTF HQ with personnel assigned from the unified command, his headquarters, and the components.

   NOTE: Given the unified commander's assessment of the situation, he will ensure that the CJTF is provided the required personnel from his headquarters and other services to fully integrate a joint staff. Such augmentation often includes a deputy from another service.

   c. JTF staff begins initial planning.

      1) Determines the conditions required to meet the desired military end state.

   NOTE: The desired military end state will be provided by the unified commander. It is one of the required conditions to achieve the national strategic end state. The two end states are not synonymous.

      2) Determines campaign objectives and tasks required to accomplish them.

3) Determines constraints and restrictions; e.g., rules of engagement, overflight restrictions, political considerations.

4) Reviews assigned forces to determine adequacy of the force to perform the tasks necessary to accomplish the mission. Assesses the proper mix of forces and deployment sequence of the JTF.

d. CJTF and staff are fully briefed by J3 on mission and proposed planning timelines.

e. JTF J3 alerts subordinate components, service and functional, and informs them of the mission.

f. Based on requirements identified by the JTF staff, the JTF chief of staff and J1 coordinate required staff augmentation with unified command and components.

g. Meeting of JTF joint planning group (JPG) is scheduled with component and functional planners in order to begin parallel planning.

h. JTF J2 takes the following actions:

1) Orients intelligence preparation of the battle space (IPB) on the JTF mission.

2) Produces initial drafts of CCIR and EEI.

3) Coordinates with unified command JIC for the following purposes:

a) Determine availability of national and theater RSTA assets.

b) Update intelligence database.

i. J4 gathers information about the availability of ammunition and inter- and intra-theater transportation for ammunition and equipment.

j. J4 begins coordination with the unified command to coordinate deployment of JTF HQ advance element and lead component forces to the operational area.

k. Joint fires planning is initiated.

1) JFACC is designated.

NOTE: The commander with the preponderance of air assets and the best ability to command and control assigned forces should be designated the JFACC. Therefore, the component providing the JFACC may change during phases of the operation based on the availability and arrival of air elements and command and control assets in the JTF AO. Alternatively,

the JFACC may initially conduct operations afloat and transition ashore as the JOA matures to avoid changing the component providing the JFACC.

2) JFFC is designated as part of the J3 organization, and is provided staffing required to facilitate the coordination of joint fires and fire support within the JTF HQ and with service and functional components.

NOTE: The JFFC works under the staff supervision of the J3. The J3 must ensure that personnel from all components are provided to the JFFC in order to ensure requisite understanding of the capabilities and limitations of all forms of fires available to the JTF.

3) ACA is designated.

4) Area air defense commander (AADC) is designated.

5) Joint targeting coordination board (JTCB) is established and initial meeting scheduled to oversee JTF targeting functions and develop broad targeting guidance.

NOTE: The CJTF may establish and task an organization within his staff to accomplish broad targeting oversight functions or may delegate this function to a subordinate commander. For the purpose of this analysis, it is assumed that the CJTF establishes a JTCB. The JTCB is normally chaired by the deputy CJTF. It will include component representatives, the J2 and J3, and other staff representatives as required.

6) Liaison and communications are established between the component fire planners and from the components to the JTF HQ to facilitate joint fire planning.

7) Liaison and communications are established between the JTF HQ and coalition fire planners.

8) J3 and J2, assisted by the JFFC, coordinate with components and coalition members to identify means of delivery for fires and target acquisition available to the JTF.

2. **JTF conducts operational mission analysis; CJTF issues initial planning guidance.** [Joint Pub 2-0, Chap IV; Joint Pub 3-09, Chap II and III; Joint Pub 3-55, Chap III; Universal Joint Task List OP 1, 2, 4 and 5; JTF HQ MTG, Tasks 204-00-CJTF, 202-00-J5, 203-00-CJTF, 115-01-CJTF, 115-04-DIR-JTCB, and 206B-01-J2].

a. The JTF command group and staff continue to analyze the mission; all specified and implied tasks required for mission accomplishment are identified.

b. J2 collects information on threat forces order of battle, centers of gravity (and related high-payoff targets [HPTs]), and the nature and characteristics of the JOA and areas of interest.

c. J2, J3, and J6 begin planning command and control warfare (C2W) operations (encompasses OPSEC, PSYOP, EW, deception, and physical destruction of enemy command and control [C2] nodes and other C2W targets).

d. Civil Affairs staff officer collects information concerning locations of refugees; noncombatants; significant historic, cultural and religious structures; and population centers which may restrict delivery of fires and require fire support coordination measures (FSCMs), e.g., no fire areas (NFAs).

e. SJA gathers information on rules of engagement (ROE).

f. JTCB convenes and performs the following actions:

1) Based on the situation and understanding of the mission, drafts targeting guidance and priorities for CJTF approval.

2) Based on input from the J2, identifies high-value targets (HVTs) and prepares initial joint target lists (JTLs).

NOTE: In some cases an initial target list will be provided by the unified command.

3) Assesses requirements for, and availability of, all target acquisition assets.

4) Identifies requirements for and availability of fires means to include CAS, AI, NSF, EW, PSYOP, and armed helicopters (attack, other).

g. Staff monitors the deployment of all forces. Additionally, the J3, assisted by the JFFC and the J2, monitors the components' positioning of assets to ensure that no gaps exist in supporting capabilities.

h. J4 begins working time-phased force deployment data (TPFDD) with the unified command based on coordination with the J3. JFFC inputs required delivery date for joint fires assets.

i. CJTF issues initial guidance.

1) Restates mission based on analysis.

2) Gives initial statement of intent to include his vision of tasks to be accomplished to achieve mission requirements, priorities for deployment and positioning of forces, and conditions to be achieved for the desired military end state.

3) Approves/adjusts CCIR and EEI.

4) Outlines force protection measures.

5) Outlines guidance for C2W operations.

6) Clearly states intent for the use of fires and component fire support (to include priorities) and delineates how these assets support the maneuver concept.

7) Approves/adjusts timelines.

j. CJTF forwards message to unified commander outlining his concept of operations, near-, mid-, and long-term objectives; and requirements for theater level support. The J3, assisted by the JFFC, provides fires related input and coordinates with JTCB, component commanders, and J2 to identify initial requirements for theater level targeting and weaponeering support; e. g., Tomahawk land attack missile (TLAM) support. NOTE: Given the importance of the JFACC in planning and delivering joint fires, it is imperative that he be brought into the fire planning early on, so that the JTF staff clearly understands his concept of operations to include apportionment recommendations and integrates it into operational planning and course of action (COA) development.

3. **JTF develops and issues warning order.** [Joint Pub 3-09, Annex C; Universal Joint Task List OP 2, 4 and TA 2; JTF HQ MTG, Task 205-00-J3].

a. JTF warning order is developed by the JTF J3, approved by the CJTF, and disseminated to all subordinate and supporting units.

b. J3, assisted by the JFFC, provides the following information to the JPG and joint fires planners as a part of the JTF warning order:

1) Priorities of fires, including joint fires capability required to provide adequate lethality for early deployers.

2) Host nation/coalition fire support systems available in the JOA.

3) Requirements for positioning of target detection and joint fires assets.

4) Fire coordination facilities and mechanisms; e.g., JFACC, JTCB, deep operations coordination cell (DOCC), battlefield coordination detachment (BCD), joint forces fires coordination element.

5) Permissive and restrictive fire control measures.

6) Special instructions on ROE, fire support communications, and logistic support.

7) Predicted impact of terrain and weather on fires.

8) Staging and marshaling areas for fires systems, to include those en route or proximate to the JOA.

NOTE: The CJTF may establish a JPG to serve as a focal point for deliberate planning for the JTF.

4. **CJTF and staff prepare mission estimate to include development of courses of action.** [Universal Joint Task List OP 2, 4 and TA 2; JTF HQ MTG, Tasks 206-00-COS, 115-04-Dir-JTCB, 209-03-J5/J3, 209-07-J5/J3, 209-08-J5/J3, 210-01-J3/J5, 210-03-J5/J3, 210-07-J3/J5, 210-08-J5/J3, 211-01-J3/J5, 211-03-J5/J3, 211-07-J3/J5, 211-08-J3/J5, 212-01-J5/J3, 212-03-J5/J3, 212-07-J5/J3, 212-08-J5/J3, 216-00-J3/J5, 411-03-J3/J5, 301-17-J3, and 302-16-J3].

a. JTCB meets:

1) Assists in development of estimate and COAs.

2) Reviews JFACC recommendations.

b. J3, assisted by the JFFC, initiates his estimate process based on restated mission, the CJTF's stated intent, and the factors of METT-T.

c. After determining and identifying the availability of all target acquisition and delivery means, the J3 provides this data and a recommended deployment sequence and force mix to the JPG in order to assist in COA development.

d. JPG considers all available fire support systems to include target acquisition assets when developing the joint fires estimate.

e. Upon receipt of proposed COAs from JPG, the J3, assisted by the JFFC, develops a fire plan for each COA which:

1) Supports the CJTF's intent for fires.

2) Provides required fires requested to support components' concept(s) of operations and scheme(s) of maneuver in accordance with the CJTF's priorities.

3) Positions target acquisition and delivery systems to support the concept of operations.

NOTE: Positioning of forces, including fires assets, is closely coordinated with the unified command and Department of State to ensure that required out-of-JOA country clearances can be obtained to marshall, stage, and overfly as necessary to support JTF operations.

4) Exploits enemy vulnerabilities and attacks centers of gravity and related high-payoff targets.

5) Ensures coordination, synchronization, and integration of strategic, operational, and tactical fires means.

f. JFACC conducts planning in parallel with JTF staff and develops recommendations for apportionment and joint integrated priority target list (JIPTL). He incorporates CJTF guidance, JTL, and component requirements for joint fire support.

g. The JFFC coordinates with all concerned to ensure that the JTF components and coalition partners understand each other's concepts of operation(s), priorities for fires, and targeting priorities in order to facilitate coordination of fires and ensure unity of effort.

5. **CJTF and staff analyze and compare own courses of action**. [Universal Joint Task List OP 1, 2, 4, 5, TA 2 and 3; Joint Pub 3-09, Chap II; JTF HQ MTG, Tasks 206F-00-J5/J3/Staff, 206G-00-J5/J3/Staff, 206G-06-J5/J3/Staff, and 220-00-J3/J5].

a. JFFC participates in COA comparison process and assists the J3 by providing expertise on synchronization and integration of fires.

b. During COA comparison process, the J3 presents the fire plan for each COA which covers:

1) Recommended targeting guidance and priorities developed by the JTCB.

2) JFACC recommended air apportionment.

3) Changes in organization for combat and priorities in support of phased maneuver plans.

4) Permissive and restrictive fire support coordination measures.

5) Target-value analysis (TVA) of each COA. Factors influencing such analysis include:

a) Impact on enemy operations and probable responses.

b) Criticality of target as it relates to the success of the friendly mission.

6) Initial high-payoff target list (HPTL).

7) The best locations and times to attack HPTs, identified and expressed as TAIs.

8) Detection and attack means for HPTs, to include backup means.

9) Decision points (DPs) or decision timelines (recorded on the DST).

10) Plans for expeditiously attacking both known and unknown time critical targets (TCTs).

11) Positioning and repositioning of all target acquisitioning assets and delivery systems.

12) Plans for the integration of PSYOP and EW assets.

13) Plans to conduct C2W warfare, including EW against enemy command, control, communications, computers, and intelligence (C^4I) assets and PSYOP against personnel.

14) Options for the use of CAS, AI, and NSF.

15) Allocation of ground-based fires' assets to support the concept of operations.

16) Integration of movement and displacement of fires assets and units to follow the battle flow.

17) Linkage of BDA assets to the attack of HPTs.

c. Staff compares COAs. During comparison process, J3 participates in the comparison and rating of each course of action in terms of the ability of available joint fires assets to support the CJTF intent.

d. Additional HPTs are developed from the COA comparison process and are added to the JTL.

e. The J3 chooses the course of action that is most supportable from a joint fires perspective and prepares his recommended COA for briefing to the CJTF. Components are informed.

f. JTCB reviews JFACC recommendations for apportionment for:

1) Compliance with CJTF intent.

2) Support of components' concepts of operations.

6. **CJTF selects course of action.** [Universal Joint Task List OP 2, 4 and TA 2; JTF HQ MTG, Tasks 206H-00-CJTF, 207-00-CJTF, and 209-01-J5/J3].

a. CJTF selects COA and states joint fires priorities (RSTA assets, AI, CAS, NSF, artillery, EW, PSYOP, deception operations), apportionment, and desired effects.

b. Unified commander is informed of CJTF's decision.

c. Supporting and subordinate fire support commanders are notified regarding CJTF's decision.

d. Joint fires plan is adjusted by the J3 and components to comply with the CJTF's guidance.

7. **JTF staff prepares JTF OPORD/FRAGO.** [Joint Pub 3-09, Chap II and III; Universal Joint Task List OP 2, 4 and TA 2; JTF HQ MTG, Tasks 218-00-J3/J5/J2, 250-03-J5/Staff, 250-04-J3/J5/Staff, 208-00-J2, 403-02-J2/JISE, and 252-02-J5/J3].

a. J3, assisted by the JFFC, finalizes joint fires plan, based on component input and coordination, to include preparation of paragraph 3a(2) Fires and the joint fires annex, complete with the JIPTL, protected targets list, joint fires execution matrix, and overlays.

b. The JIPTL is prepared by the JFACC, validated by the JTCB, and approved by the CJTF. Once approved by the CJTF, targets are assigned by the JFACC on the ATO. Targets within component AOs which are not on the JIPTL and ATO are detected, engaged, and assessed by the components' organic and/or supporting fire support systems.

c. The J3 ensures that paragraph 3a(2) Fires includes the following:

1) Outline of joint fires plan, synchronization, and integration measures to support each phase of the battle.

2) Information relevant to apportionment.

3) Designation of components which have priority of joint fire support by phase.

NOTE: Priority of fires is given to the maneuver unit by phase based on the CJTF's assessment, in his capacity of CJTF and LCC, of where he wishes to conduct the main effort. Additionally, priority of fires can be given to a particular phase of the battle if the commander determines that maximum fires at that point are critical to the success of the JTF mission.

4) Designation of priority of use of low-density munitions.

5) Description of times, duration, and desired effects of supporting fires.

NOTE: Attack guidance is provided to attack system managers via the attack guidance matrix (AGM). The AGM consists of target categories, specific HPTs, known TCTs, times when targets should be attacked, how they should be attacked, and any attack restrictions.

6) Establishment of priority for requested joint air and naval surface fires.

d. The J3 ensures that the joint fires appendix of Annex C - Operations, with accompanying appendices, target list matrices, and overlays, reflects:

1) Enemy fire support capabilities including artillery, missiles and rockets, air defense, attack helicopters, tactical air, EW, naval surface fires, and NBC capabilities, as well as target acquisition capabilities.

2) Information regarding friendly forces mission and concept of fires, to include joint air and naval forces.

3) All fire support resources assigned, attached, and supporting the JTF.

4) Joint fires organization for combat, joint fires priorities, and concept for support; apportionment of joint fires.

5) Positioning and utilization of all target acquisition assets and delivery systems. A sensor/attack matrix may be used in order to ensure that all HPTs are acquirable and that a delivery system is available to attack the target.

6) JIPTL.

7) Instructions for attack of HPTs and TCTs.

8) Concept for use of air support (Air Force and naval air, and armed helicopters).

9) Concept for field artillery support.

10) Concept for naval support

a) NSF.

b) Allocation of ANGLICOs.

11) Plans for offensive EW, PSYOP, and other non-lethal means of fires.

l2) Permissive and restrictive FSCMs.

13) Airspace control.

14) ROE.

15) Rear battle to include allocation of joint fires to the tactical combat force (TCF).

16) Deception plan.

e. J3 ensures integration of joint fires and joint fires considerations into body and appropriate annexes of the OPORD/FRAGO.

1) Task organization.

2) Intelligence: Appendix 4 - Targeting.

3) Operations:

a) Appendix 3 - C2W.

b) Appendix 4 - PSYOP.

c) Appendix 7 - ROE.

d) Appendix 9 - Reconnaissance.

e) Appendix 10 - Counter C3.

f) Appendix 15 - Counterattack.

g) Appendix 17 - Amphibious operations.

h) Appendix - Joint fire support.

i) Appendix - Synchronization matrix.

j) Appendix - Forcible entry operations.

k) Appendix 19 - Airspace control plan (ACP).

4) Logistics: Appendix 6 - Non-nuclear ammunition.

5) Civil affairs.

6) Command relationships.

7) C3 systems.

8) Space operations.

9) Force protection.

10) Execution checklist.

f. J3 coordinates with the J2 to ensure that the JTF collection plan satisfies BDA requirements.

g. JFFC coordinates with service and functional commands to share information and facilitate parallel planning.

8. **CJTF and staff issue the OPORD/FRAGO.** [Universal Joint Task List OP 2, 4 and TA 2; JTF HQ MTG, Tasks 251-00-CJTF/J3, 252-01-CJTF/J5/J3, 252-02-J5/J3, and 252-03-CJTF/J5/J3].

a. The JTF orders group is briefed on joint fires plan.

1) Joint fires organization for combat.

2) Concept for joint fires within the JOA and joint fire support to component operations.

3) Priorities of fires during all phases.

4) Apportionment.

5) JIPTL.

6) All fire control and coordination measures.

7) Location, status, and mission of target acquisition and delivery assets.

8) Timing of fires.

9) Detection and attack of HPTs and TCTs.

10) Use of preparatory and counter fires.

11) NSF plan.

12) Available resources and apportionment to air interdiction and close air support and a description of the component commanders' intents for the use of each.

13) Plans for joint air attack (JAAT).

14) Essential airspace control measures.

15) Potential impact on mission of ROE.

16) BDA plan.

17) Integration of joint fires with C2W and vice versa.

b. PSYOP officer briefs psychological warfare plan.

c. J6 briefs the EW plan to include air and surface electronic combat operations.

d. J3 briefs the information warfare plan.

e. Subordinate commanders brief-back their understanding of the joint fires and fire support plan and pose questions and issues for refinement.

f. The JTF J3 ensures that necessary information from the joint fires plan (e.g., JIPTL and FSCMs) is integrated into the JTF DST.

9. **CJTF and staff refine the plan**. [Joint Pub 3-09, Chap III; Joint Pub 3-52, Chap IV; Universal Joint Task List OP 1, 2, 3, 4, 5, TA 2 and 5; JTF HQ MTG, Tasks 252-04-J5/J3, 401A-00-CJTF, 401B-00-CJTF, and 250-04-J3/J5/Staff].

a. Components review the plan and forward recommended changes.

b. JTCB reviews recommendations and provides advice to CJTF and guidance to J3.

c. After components' input is received, the joint fires plan is refined and improved to accommodate component requirements and meet the CJTF's intent.

d. Joint fires plan and target lists are modified and refined as new intelligence is received regarding enemy locations and capabilities, and as status of JTF elements and coalition capabilities changes.

e. Plan is developed to provide sufficient redundancy to ensure that all HPTs can be attacked if primary acquisition or engagement means are unavailable or rendered unusable.

f. Force protection measures are developed by the J3 for all key acquisition and engagement assets.

g. JTF joint fires plan is updated and coordinated with latest deep battle plans. The JTF DOCC ensures the integration of organic, supporting, and joint fires in support of JSEAD and the attack of deep targets.

h. Plans for attacks of high value/high-payoff targets are refined to ensure that targets are engaged by the appropriate fire support asset and that damage assessment is conducted as required.

i. Hand off procedures from target detection means to attack systems are refined to engage TCTs.

j. The J3, assisted by the JFFC, ensures all fire plans, firing locations, and significant intensities of planned fires are provided to and coordinated with the ACA and the BCD.

k. Plans for support of the rear battle are refined to include allocation of fire support assets to the TCF.

l. Civil Affairs staff officer coordinates with J3 to update locations of refugees and noncombatants, built-up areas, and cultural/religious sites.

m. The J3, assisted by the JFFC, ensures that changes and refinements to the plan are continuously disseminated to higher, lower, adjacent, and supporting commands.

n. The CJTF ensures that the country team, e.g., ambassador, and the unified commander are kept informed as the plan is refined.

Employment Task List

10. **JTF command group receives update briefings.** [Joint Pub 3-09, Chap II, III and IV; Universal Joint Task List OP 2, 4, 5, TA 2, 3 and 4; JTF HQ MTG, Tasks 401A-00-CJTF, 401B-00-CJTF, 411-01-J3, and 411-05-J3].

a. The J3 provides periodic updates regarding modifications and refinements to the joint fire plan.

b. The J3 monitors the progress of joint fires preparations and reports/briefs as required for next 72 hours:

1) Changes to targeting guidance, priorities, JIPTL.

2) Changes to artillery organization for combat.

3) Changes in available fires and modification of assigned missions.

4) Current location, status, and operations of all joint fires and target acquisition assets (to include SOF and armed helicopters).

5) Status of JFACC planning and targeting.

6) Changes to apportionments and allocations for CAS, AI, and counterair.

7) Refinements to JAAT plans and any changes to JSEAD requirements.

8) Changes to plans for the use of EW assets.

9) Use of fires in psychological and deception operations.

NOTE: Use of fires in deception operations will usually be briefed in a separate session due to operational security (OPSEC) requirements.

10) Changes to FSCMs.

c. The JFCC closely coordinates with and attends briefings given by other members of the JTF staff whose area of interest would affect the joint fires plan (e.g., intelligence, logistics, personnel updates, information warfare, PSYOP, EW, legal [concerning ROE], and civil affairs).

d. J3, assisted by the JFFC, informs CJTF, JTF staff, and components of changes.

11. **JTF command group and staff monitor, supervise, and direct execution of force protection operations and activities.** [Joint Pub 3-54, Chap III; Universal Joint Task List OP 1, 2, 3, 4, 5, TA 2, 4 and 5, JTF HQ MTG, Tasks 401A-00-CJTF, 401B-00-CJTF, 401E-00-CJTF, 403-00-J2, 404-00-J3, 405-00-J3, 406-00-J3, 407-00-J3, and 411-00-J3].

a. J2 provides the J3 with current information on enemy locations and capabilities including target acquisition and joint fires assets.

b. The J3, assisted by the JFFC, coordinates with service components to ensure that joint fires and target acquisition assets have been provided adequate priority to assure survivability and force protection.

c. J3 establishes priority of fires for security forces.

d. J3 ensures target acquisition assets and delivery means are positioned to provide long range fires including non-lethal fires for the security force.

e. JTCB recommends apportionment of CAS and naval surface fires in support of the security forces.

f. The J3, assisted by the JFFC, integrates fires assets into the joint force deception plan.

g. The J3 and C2W officer, assisted by the JFFC, integrate fires with C2W.

h. OPSEC measures are developed and employed to avoid detection of the security force locations as well as those of JTF target acquisition and joint fires assets.

i. JFFC coordinates with the J3 and the JTF engineer to provide fire support coverage of operational obstacles.

j. Airspace control center is continually updated on location, direction, and trajectory of surface fires.

k. JTF employs risk assessment techniques and enforces safety procedures to eliminate noncombat losses of fire support equipment and personnel.

l. JFFC and SJA assist the coordination between the JTF J3 and the unified command HQ for modifications to ROE. JFFC assists in dissemination of the modifications to all supporting and supported units after approval by the unified commander. JTCB reviews changes to ROE.

12. **JTF command group and staff monitor, supervise, and direct mission preparation.** [Universal Joint Task List OP 2 and TA 2; JTF HQ MTG, Tasks 401A-00-CJTF, 401B-00-CJTF, 401E-00-CJTF, 403-00-J2, 404-00-J3, 405-00-J3, 406-00-J3, 407-00-J3, and 411-00-J3].

a. The JTCB meets as directed by the deputy JTF commander to validate/modify as required refinements to apportionment and the JIPTL provided by the JFACC.

b. The J3 monitors the status of joint fires preparations.

1) Status and preparation of component artillery and other fire support assets to support the joint fires plan.

2) Availability of joint air and naval surface fires, electronic warfare assets, PSYOP capabilities, and armed helicopters to support the joint fires plan.

3) Preparation and status of target acquisition units and assets.

4) Changes to target list based on updated intelligence.

5) Engineer activities.

a) Barrier plans.

b) Maintenance/preparation of lines of communication (LOCs) and main supply routes (MSRs).

c) Preparation of alternate and supplementary firing locations.

d) Supplementary survivability measures for critical target acquisition assets.

e) Family of scatterable munitions (FASCAM) planning and preparation.

f) Preparation or improvement of facilities for use by joint fires elements.

6) Changes of location of friendly forces, refugees, or other noncombatants.

7) Weather updates.

c. J3 monitors component preparation:

1) Ensures that the joint fires plan is refined to reflect changes to subordinate unit maneuver plans.

2) Ensures that subordinate unit fire support planning is integrated into the joint fires plan.

3) Coordinates with components to adjust FSCMs as required to facilitate delivery of subordinate, adjacent, and joint fires.

4) Appraises recommendations to LCC for shifts to the FSCL.

5) Monitors availability of joint fires assets to support both tactical and operational fires.

6) Monitors the status of joint air and NSF requests and availability of support.

7) Monitors recommendations of the JTCB.

8) Monitors availability of ammunition and spare joint fires major end items.

9) Monitors JFACC preparation of the ATO.

10) Ensures that joint fires aspects of CCIR are current.

11) Ensures that locations of SOF and long range reconnaissance patrols (LRRPs) are known and that the joint fires plan is adjusted to avoid fratricide and to provide joint fire support as required for direct action missions or contingency operations.

d. JFFC facilitates sharing of information between JTF and service and functional commanders. He recommends changes to JTF DST.

e. J3 makes changes to JTF DST; recommends changes to plan and FSCL to CJTF.

13. **CJTF and staff integrate the joint targeting and fire execution process.** [Joint Pub 3-09, Chap II; Joint Pub 3-52, Chap I, II and III; Universal Joint Task List OP 2, 3 and TA 2; JTF HQ MTG, Tasks 411-00-J3, 115-04-Dir-JTCB, and 128-04-JRAC].

a. JFFC assists J3, JFACC, and other service and functional commanders in planning and coordinating detailed fire support operations and joint fires. He assists in the coordination of the process of joint targeting and fires execution with coalition partners.

NOTE: Joint fire support operations may involve the coordinated use of intelligence, artillery, NSF, surface-to-surface rocket and missile artillery, armed helicopters, USAF, USN, USMC, and/or SOF assets to engage the enemy.

b. J3, assisted by the JFFC, identifies requirements and nominates targets to the JFACC that are outside the component boundaries.

c. J2 and J3 support the joint target list development process by providing targets and targeting information to the unified command JIC and the JTF JFACC.

1) Unified command provides weaponeering support as required.

2) Targets identified by the unified command for JTF attack are provided to the JTF for execution.

d. JFACC develops target lists.

1) Target lists provide a description, precise location at time of desired attack, target composition, desired effects, and rationale for engagement. (Requests for close air support are concurrently submitted through the BCD to the air component AOC.)

2) JTCB reviews target lists for consistency with CJTF intent for joint fires, inclusion of unified command and JTF targets, and component requirements.

3) After the CJTF receives a recommendation from the JTCB and makes a decision regarding targeting and apportionment, the JFACC staff plans and executes the missions through the ATO.

e. J3 establishes maneuver control and fire support coordinating measures to facilitate component and joint operations.

f. Fire support elements coordinate through the BCD to ensure that firing locations, directions, and trajectories are incorporated into the special instructions (SPINS) section of the ATO or the air space control order (ACO) as appropriate.

g. J3, assisted by the JFFC, coordinates rear area joint fire support with the joint rear area coordinator (JRAC) and the commander of the TCF to include identification of restricted fire and NFAs.

h. Components identify BDA requirements that exceed organic capabilities and coordinate their coverage with the JTF J2.

14. **CJTF and staff conduct visits and inspections to subordinate units.** [Universal Joint Task List OP 4 and TA 3; JTF HQ MTG, Tasks 401A-00-CJTF and 252-03-CJTF/J5/J3].

a. CJTF and selected staff members visit component commands in order to monitor mission preparation, identify and resolve issues, and ensure accurate dissemination, understanding, and adequacy of the joint fire plan as well as other aspects of the JTF plan.

b. Components provide back-briefs of operations plans (OPLANs) including targeting and delivery of fires.

15. **CJTF, staff, and component commanders conduct rehearsals.** [Joint Pub 3-09, Chap III and Annex B; Joint Pub 3-52, Chap II; Universal Joint Task List OP 2, 4 and TA 2; JTF HQ MTG, Task 251-05-J3/J5].

NOTE: Rehearsals are always conducted, but can range from a full rehearsal to a terrain model, map, or radio back-briefs. At the JTF or land component level, most rehearsals will be in the form of briefbacks and will be more general than rehearsals at tactical unit level.

a. Joint fires and fire support plans are rehearsed concurrently with the operations plan in order to ensure appropriate synchronization. Includes CAS, NSF, armed helicopters' fire support, PSYOP, and EW.

NOTE: Detailed rehearsal of JAAT and JSEAD is necessary; rehearsals should be accomplished by components with appropriate representation by all participants.

b. Rehearsals address strategic, operational, and tactical fires.

c. Rehearsals cover acquisition, observation, timing, attack, and BDA of HPTs. Backup systems should participate in the rehearsals. Rehearsals must include hand-off procedures from acquisition assets to attack systems to engage TCTs.

d. Rehearsals include the positioning and displacement plan for all joint fires and target acquisition assets.

e. Rehearsals include all aspects of collecting information to enable BDA.

f. Rehearsals incorporate measures to prevent fratricide, nonessential collateral damage, and noncombatant casualties; measures include FSCMs, ROE, ACP, and IFF procedures.

g. Land component's rehearsals include clearance procedures to facilitate firing across boundaries.

h. Logistics rehearsals include ground and air movement, resupply procedures, and time schedules.

i. Communication plan rehearsals include communications links between detection systems, the decision maker and delivery systems, as well as positioning and utilization of retransmission sites.

j. Procedures to update the HPTL and synchronize the AGM and DST as the situation changes are rehearsed.

16. **JTF plan is modified and refined.** [Universal Joint Task List OP 2, 4 and TA 2; JTF HQ MTG, Tasks 252-04-J5/J3, 401A-00-CJTF, 401B-00-CJTF, and 250-04-J3/J5/Staff].

a. Required changes revealed by the JTF rehearsals are integrated into the joint fires and components' fire support plans.

b. Additional input from higher, lower, or adjacent fire planners is also incorporated into the joint fires plan.

c. Potential movement or terrain management conflicts that were discovered during rehearsals are resolved.

d. The J3, assisted by the JFFC, disseminates all refinements and changes to joint fires plan to higher, lower, supporting, and adjacent fire planners.

17. **JTF conducts liaison and coordination with higher, adjacent, supported, and supporting elements.** [Universal Joint Task List OP 2, 4 and TA 2; JTF HQ MTG, Tasks 108-00-COS, 401E-00-CJTF, and 443-00-COS].

a. J3, assisted by the JFFC, ensures that component liaison officers are knowledgeable and current on all aspects of the joint fires plan. Liaison officers from other headquarters are updated.

b. J3, assisted by the JFFC, ensures coordination of procedures and targets to reinforce fires across boundaries when required.

c. JTF liaison officers provide debriefs on joint fires and component fire support after visits to other headquarters.

d. The J3 provides continuous updates for the CJTF and other members of the staff regarding joint fires.

e. The J3 disseminates shifts to the FSCL location as it is moved.

f. The J3 ensures key aspects of the joint fires plan and requirements for theater level joint fires and RSTA assets are included in update briefings to the unified command.

18. **JTF command group and command posts are positioned to support and control the battle.** [Joint Pub 3-09, Chap IV; Joint Pub 3-10, Chap IV; Universal Joint Task List OP 1, 2 and TA 2; JTF HQ MTG, Tasks 125-00-J3, 401E-01-CJTF/Staff, 441-00-J6, 411-00-J3, and 128-05-JRAC].

a. JOC serves as the JTF main command post and is centrally located to best control all JTF operations; normally operates under the control of the JTF C/S.

1) JFFC normally operates as a member of the JOC.

a) Provides joint fires coordination capability for JTF tactical, main, and rear command posts.

b) Maintains communications with all joint fires elements.

c) Maintains status of fires assets and continually updates and refines fire plans while providing current information to commander and staff.

d) Recommends priorities; coordinates, integrates, and synchronizes available joint fires assets to support current and future operations.

b. JTF tactical operations center (JTOC) is located well forward where it can best control JTF units in contact; it normally operates under the control of the JTF J3.

c. The joint rear tactical operations center (JRTOC) is located in the joint rear area and is under control of the JRAC. Fires are coordinated by the TCF commander through the JRTOC with appropriate component and host nation combat commanders assigned to rear operations.

19. **CJTF visualizes the battlefield.** [Joint Pub 2-0, Chap III; Joint Pub 3-55, Chap III and IV; Universal Joint Task List OP 2, 4, 5, TA 2, 3 and 4; JTF HQ MTG, Tasks 401A-00-CJTF, 401D-00-CJTF, 401B-00-CJTF, 401E-00-CJTF, and 443-00-COS].

a. CJTF personally observes execution of critical aspects of the operation and he receives situation reports from component commanders.

b. The J2:

1) Coordinates targeting and damage assessment requirements and locations of RSTA assets with components to ensure unity of effort and synchronization of RSTA operations with fires.

2) Provides and constantly updates information to the CJTF regarding the military aspects of the terrain as it relates to joint fires; e.g., elevation, soil density, vegetation, and masking.

3) Provides latest information regarding potential targets of opportunity, as well as enemy vulnerabilities to indirect fires, air-delivered munitions. This will include the status and location of enemy fire support assets and their vulnerability to counter fires.

4) Develops BDA and recommends retargeting as appropriate.

c. The JFACC recommends changes to apportionment and the JIPTL.

d. The J3 continually updates and provides the CJTF with the location, disposition, status, and capability of all JTF joint fires assets and the effectiveness of the joint fires plan.

e. The J2 and J3 continually provide updates to the CJTF regarding the location, status, and disposition of target acquisition assets and recommend changes as appropriate.

f. The JTCB reviews changes to apportionment and JIPTL, and makes recommendations to CJTF.

g. The CJTF changes or provides additional CCIR to the J3 who disseminates requirements to other JTF staff members and components as the battle progresses.

h. After considering the factors of METT-T, the CJTF adjusts his position on the battlefield to best control and influence fires as well as maneuver and other operations.

20. **CJTF directs and leads subordinate operational forces.** [Joint Pub 3-09, Chap VI; Universal Joint Task List OP 2, 4 and TA 2; JTF HQ MTG, Tasks 401D-00-CJTF, 401B-00-CJTF, 218-00-J3/J5/J2, 411-00-J3, 401E-00-CJTF, 403-00-J2, 404-00-J3, 405-00-J3, 406-00-J3, 407-00-J3, 408-00-J3, 409-00-J3, 410-00-J3, 415-00-J3, 416-00-J3, 417-00-J3, 421-00-J3 424-00-J3, 435-00-J4, 438-00-SJA, and 115-04-Dir-JTCB].

a. Based on what he sees and the information provided to him, CJTF makes appropriate decisions in response to changes in METT-T.

b. The J3, assisted by the JFFC:

1) Provides responses for new CCIRs related to fires.

2) Monitors employment of joint fires IAW the JIPTL and DST.

3) Anticipates other joint fires requirements as changes occur on the battlefield by:

a) Understanding the respective commanders' intents.

b) Remaining knowledgeable regarding battlefield events and the flow of the battle.

c) Following and war gaming the JTF battle through the use of templates.

d) Continuing the IPB process in coordination with the JTF J2.

c. The J3, assisted by the J2 and C2W officer, develops combat assessments (CA) with reattack recommendations. JTCB considers BDA and CA; recommends targeting action or change in targeting action or allocation.

d. In the event that the joint fires do not achieve CJTF's intent due to unanticipated enemy actions or other battlefield events, the J3, assisted by the JFFC, conducts accelerated fire planning in coordination with the service and functional component staffs.

1) Accelerated fire support planning is based on updated IPB and changes to the JTF OPLAN.

2) New targets are identified and incorporated into the JIPTL in order to match targets to available weapons systems. Joint/multinational operational firepower resources are reallocated as necessary.

e. The LCC changes the location of the FSCL. If other components disagree with the FSCL location and the issue is not resolved by the JTCB, CJTF resolves the issue.

21. **JTF command posts track and support the battle.** [Joint Pub 3-09, Annex B; Joint Pub 3-52, Chap II and III; Universal Joint Task List OP 2, 4 and TA 2; JTF HQ MTG, Tasks 411-00-J3, 401B-03-J3, 403-02-J2/JISE, 401B-02-J2/Staff, and 401A-00-CJTF].

a. J3, assisted by the JFFC, coordinates with the JOC, JTOC, and JRTOC to synchronize the targeting effort as it is being executed:

1) Executes planned fires IAW the JTF plan and the DST.

2) Continually coordinates with the JTF staff to ensure that fires adequately support the concept of operations.

3) Evaluates fire requests in light of other requirements and joint fires resources available. Provides, denies, or substitutes other joint fires means within the scope of the delegated authority.

4) Coordinates attack of targets of opportunity obtained by JTF and supporting target acquisition assets; e.g., UAV, LRSU, sensors, radars, JSTARSs, and SOF with the appropriate components.

5) Monitors and coordinates execution of AI with the JFACC.

6) Processes and coordinates JSEAD and JAAT missions.

7) Monitors immediate CAS and NSF requests.

8) Ensures that the ACA is kept current on joint fires and fire support operations.

9) Monitors the availability and employment of special munitions; e.g., FASCAM, Search and Destroy Armor Munitions (SADARM), smoke, and illumination as outlined in the joint fires plan.

b. J3, assisted by the JFFC, ensures that fires are synchronized and integrated with JTF OPLAN by:

1) Performing target analyses.

2) Coordinating with subordinate fire support cells to integrate fires with maneuver.

3) Coordinating with JTF staff to ensure that CAS, AI, and NSF are integrated into the battle and synchronized with artillery fires, EW, and SOF and armed helicopter operations.

4) Coordinating the timing and duration of offensive EW (e.g., jamming) to support JTF maneuver and attacks by lethal systems.

c. J2 ensures that assessment asset managers (e.g., AOC, UAV, SOF units) are kept updated on target locations and are tasked to provide damage assessments as attacks are executed.

d. J3 and JFFC continue to track the battle flow through:

1) Spot reports and situation reports.

2) Interstaff coordination.

3) Monitoring communications channels.

4) BDA.

5) CA.

22. **JTF conducts battlefield update (METT-T based).** [Universal Joint Task List OP 2, 4, TA 2 and 3; JTF HQ MTG, Tasks 401A-00-CJTF, 411-01-J3, and 411-05-J3].

a. J3 provides updates on the status of land component field artillery, EW, and target acquisition assets.

b. JFACC representative, NGLO, and other representatives from the components provide updates regarding status of CAS, AI, and other air assets, and status and availability of NSF and SOF.

c. Updates include:

1) CA of previously executed fires.

2) Recommendations for retargeting and reapportionment of joint fires assets.

3) Planned movement of target acquisition and delivery assets with assessment of consequences in terms of availability of fires.

4) Types and quantity of munitions available with assessment of consequences in terms of availability of fires.

23. **CJTF decides on operational actions/direction under time constraints.** [Universal Joint Task List OP 2, 4, TA 2 and 3; JTF HQ MTG, Tasks 401D-00-CJTF, and 411-00-J3].

a. The CJTF directs retargeting, reapportionment of joint fires assets, or changes to JTF target list based on his own appreciation of the situation, CA, and recommendations from J3, JFACC, component commanders, and the JTCB.

b. Understanding the CJTF's intent, the J3 immediately notifies him concerning events which indicate the joint fires plan execution is not occurring as envisioned and recommends and/or takes corrective actions.

c. The J3 reviews and modifies the joint fires plan and DST to keep pace with the JTF ongoing battle, to support unplanned battlefield events, and to incorporate CJTF decisions.

d. JFACC modifies JIPTL to incorporate CJTF decisions.

e. The CJTF's decisions regarding changes to the fires plan are captured by the J3 and are disseminated to component commands. An update is also provided to the unified command HQ on a periodic basis. JFCC assists.

Transition Task List

24. **JTF consolidates and reorganizes.** [Universal Joint Task List OP 4, 6 and TA 3; JTF HQ MTG, Tasks 445-01-CJTF/J5, 445-02-J5, 501-01-J5/Staff, 401B-07-J3, 209-12-J3/J1/J4, 210-12-J3/J1/J4, 211-12-J3/J1/J4, 212-12-J3/J1/J4, and 216-00-J3/J5].

a. The J3 obtains reports on status of all joint fires assets to include target acquisition, air, naval surface fires, EW, PSYOP, and field artillery assets.

1) Reports status of assets through the J3 to the unified command HQ.

2) Monitors and assists efforts to fix, replace, resupply, and cross level battlefield joint fires losses.

b. Component fire and target acquisition assets are reorganized and redistributed.

c. Fires are reprioritized to support consolidation.

d. The J3 conducts internal after action review (AAR) of joint fires operations and participates in JTF and component AARs.

e. CJTF conducts AAR of joint fires operations.

f. JTF staff begins planning for projected future operations or requirements.

NOTE: Future operations could include transition to another command, continuation of combat, commencement of peacekeeping, humanitarian assistance, or redeployment, and disestablishment of the JTF depending on the situation and guidance from the unified commander.

Task Linkages to UJTL for BF 15 as Performed by a Corps Acting as a JTF

This component links the tasks performed in this function with tasks identified in the Universal Joint Task List. The purpose is to assist the trainer or training developer in incorporating appropriate joint tasks into a training exercise for this BF.

TASKS	LINKS TO UJTL
1. **Unified command and corps establish joint task force and initiate planning for battle.**	- UJTL OP 5.5, ESTABLISH A JOINT FORCE. Unified command publishes OPORD establishing the corps as the JTF and provides joint staff augmentation. - UJTL OP 5.3.3, DETERMINE OPERATIONAL END STATE. CJTF and staff conduct mission analyses to determine the military end state and the conditions to be achieved in order to accomplish the desired strategic objectives. - UJTL ST 8, DEVELOP AND MAINTAIN ALLIANCE AND REGIONAL RELATIONS. JTF coordinates with unified command and country team to determine operational constraints and restrictions including limitations on the use of fire support. - UJTL ST 5.4.1, PREPARE AND COORDINATE THEATER STRATEGY, CAMPAIGN PLANS OR OPERATIONS PLANS, AND ORDERS. CJTF and staff coordinate with unified command and with service and SOF components to insure understanding of the JTF mission and to determine operational capabilities and limitations of assigned forces. - UJTL ST 1.3.1, POSTURE FORCES FOR STRATEGIC MANEUVER. JTF staff plans the proper mix and sequence

of deployment of forces to the area of operations. J3 ensures that lead units are provided sufficiently lethal fire support and that follow on forces have the capability to control and dominate enemy fire support means.

- UJTL OP 2, DEVELOP OPERATIONAL INTELLIGENCE. JTF J2 coordinates with the unified command JIC to update intelligence data base and determine availability of theater and national RSTA assets.

- UJTL OP 3.1.1, ESTABLISH JOINT FORCE TARGETING STRATEGY. CJTF establishes JTCB.

- UJTL OP 3.1.2, ALLOCATE JOINT/ MULTINATIONAL OPERATIONAL FIREPOWER RESOURCES. J3 determines availability of operational firepower from coalition partners.

- UJTL OP 3.2.2, CONDUCT NON-LETHAL ATTACK ON OPERATIONAL TARGETS. Appropriate JTF staff officers identify CINC guidance about non-lethal attack (e.g., PSYOP, EW).

- UJTL OP 5.5.1, DEVELOP A JOINT FORCE COMMAND AND CONTROL STRUCTURE. CJTF appoints JFACC, ACA, AADC, JFFC.

- UJTL OP 2.1, IDENTIFY AND PRIORITIZE OPERATIONAL INTELLIGENCE REQUIREMENTS. J2 updates IPB and drafts CCIR and EEI.

- UJTL OP 5.1, ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION AND

MAINTAIN STATUS. J3 obtains information about current capabilities.

- UJTL OP 4.7.2, COORDINATE AND PROVIDE CMO SUPPORT IN THEATER OF OPERATIONS/JOA. JTF gathers information about civilian population, population centers, historical and religious sites, et al.

- UJTL OP 5.3, PREPARE PLANS AND ORDERS. JTF forms JPG.

- UJTL OP 4.1, COORDINATE SUPPLY OF ARMS, AMMUNITION, AND EQUIPMENT IN THEATER OF OPERATIONS/JOA. J4 gathers information on status of ammunition and transportation.

- UJTL OP 5.5.2, DEVELOP JOINT FORCE LIAISON STRUCTURE. C/S establishes liaison and communications with component fire support elements.

- UJTL OP 1.1.1, FORMULATE REQUEST FOR STRATEGIC DEPLOYMENT TO THEATER OF OPERATIONS/JOA. JTF J4 begins coordination with unified command to deploy the force in the timing, mix, and sequence required by the CJTF.

2. **JTF conducts operational mission analysis; CJTF issues initial planning guidance.**

- UJTL OP 5.3.1, CONDUCT OPERATIONAL MISSION ANALYSIS AND UJTL OP 5.3.3, DETERMINE OPERATIONAL END STATE. JTF command group and staff continue mission analysis and assess conditions and tasks required to achieve the desired military end state.

- UJTL OP 2.3.2, ANALYZE AND EVALUATE OPERATIONAL AREAS. JTF civil affairs officer collects

information concerning locations of refugees; noncombatants; historic, religious, cultural structures, and population centers.

- UJTL OP 2.2, COLLECT OPERATIONAL INFORMATION. J2 gathers information on the enemy's operational forces.

- UJTL OP 3.1.1, ESTABLISH JOINT FORCE TARGETING STRATEGY; UJTL OP 3.1.3, SELECT OPERATIONAL TARGETS FOR ATTACK; UJTL OP 3.1.4, PRIORITIZE HIGH PAYOFF TARGETS; UJTL OP 3.1.2, ALLOCATE JOINT/ MULTINATIONAL OPERATIONAL FIREPOWER RESOURCES. JTCB meets to determine component fire support requirements, assess availability of fire support assets, and begin targeting in coordination with the JFACC and components.

- UJTL OP 1.1, CONDUCT OPERATIONAL MOVEMENT. JTF deploys and positions fire assets to include target acquisition capabilities.

- UJTL OP 5.3.2, ISSUE PLANNING GUIDANCE. CJTF issues initial planning guidance.

- UJTL OP 5.1, ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION AND MAINTAIN STATUS. CJTF communicates his operational intent to unified commander and identifies theater support requirements.

3.	**JTF develops and issues warning order.**	- UJTL OP 5.4.1, APPROVE PLANS AND ORDERS; UJTL OP 5.4.2, ISSUE PLANS AND ORDERS. JTF warning order is developed, approved, and disseminated. - UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; TA 3, EMPLOY FIREPOWER. J3 inputs information on availability and utilization of fire support into the warning order.
4.	**CJTF and staff prepare mission estimate, to include development of courses of action.**	- UJTL OP 1, CONDUCT OPERATIONAL MOVEMENT AND MANEUVER; UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL OP 5.3.4, DEVELOP COURSES OF ACTION/PREPARE STAFF ESTIMATES; UJTL OP 3.2.1, ATTACK ENEMY OPERATIONAL LAND/MARITIME TARGETS; UJTL OP 3.2.2, CONDUCT NON-LETHAL ATTACK ON OPERATIONAL TARGETS; UJTL OP 6.5, PROVIDE SECURITY FOR OPERATIONAL FORCES AND MEANS. J3 (1) develops fire support estimate, and (2) prepares a fire support plan for each COA developed by the JTF planning cell.
5.	**CJTF and staff analyze and compare own courses of action.**	- UJTL OP 5.3.5, ANALYZE COURSES OF ACTION; UJTL OP 5.3.6, COMPARE COURSES OF ACTION; UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL OP 1.2.4, CONDUCT OPERATIONS IN DEPTH; UJTL OP 5.4.5, COORDINATE/ INTEGRATE, COMPONENTS, THEATER AND OTHER SUPPORT; UJTL OP 5.4.4, SYNCHRONIZE/ INTEGRATE OPERATIONS; UJTL OP 2.2.2, COLLECT INFORMATION ON OPERATIONAL TARGETS; UJTL TA

		3, EMPLOY FIREPOWER; UJTL OP 5.6, EMPLOY OPERATIONAL COMMAND AND CONTROL WARFARE; TA 5.5, EMPLOY TACTICAL C^2W; UJTL OP 3.2, ATTACK OPERATIONAL TARGETS. The J3 presents the fires plan for each COA and recommends which COA is most supportable from a fires perspective.
6.	**CJTF selects course of action.**	- UJTL OP 5.3.7, SELECT OR MODIFY COURSE OF ACTION. CJTF selects/modifies course of action and articulates priorities for fires. - UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL OP 5.4.1, APPROVE PLANS AND ORDERS; UJTL OP 5.4.2, ISSUE PLANS AND ORDERS; TA 3, EMPLOY FIREPOWER. Fires plan is adjusted by J3. - UJTL OP 5.3.8, ISSUE COMMANDER'S ESTIMATE. Supporting and supported fire support commanders are notified of CJTF's decision.
7.	**JTF staff prepares JTF OPORD/FRAGO.**	- UJTL OP 5.3.9, PREPARE CAMPAIGN OR MAJOR OPERATIONS AND RELATED PLANS AND ORDERS; UJTL OP 5.4.4, SYNCHRONIZE/INTEGRATE OPERATIONS; UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; TA 3, EMPLOY FIREPOWER; UJTL OP 2, DEVELOP OPERATIONAL INTELLIGENCE. JFFC finalizes joint fires plan to include preparation of paragraph 3a(2) Fires and the fires annex, complete with the JIPTL and PTL, matrices, and overlays.

8. **CJTF and staff issue the OPORD/FRAGO.**

- UJTL OP 5.4.2, ISSUE PLANS AND ORDERS; UJTL OP 5.4.3, ISSUE RULES OF ENGAGEMENT; UJTL OP 5.4.4, SYNCHRONIZE/INTEGRATE OPERATIONS; UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL OP 5.4.5, COORDINATE/INTEGRATE COMPONENTS, THEATER, AND OTHER SUPPORT; UJTL TA 3, EMPLOY FIREPOWER. (1) J3 briefs the joint fires plan to the JTF orders group. (2) PSYOP officer briefs psychological warfare plan. (3) Subordinate commanders brief-back and pose questions and issues for refinement. (4) JTF J3 ensures that JIPTL, AGM, and FSCM are integrated into DST.

9. **CJTF and staff refine the plan.**

- UJTL OP 5.1, ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION AND MAINTAIN STATUS; UJTL OP 5.2, ASSESS OPERATIONAL SITUATION. CJTF and staff acquire information and assess situation.

- UJTL OP 5.3.9, PREPARE CAMPAIGN OR MAJOR OPERATIONS AND RELATED PLANS AND ORDERS; UJTL OP 5.4.4, SYNCHRONIZE/ INTEGRATE OPERATIONS; UJTL OP 5.4.5, COORDINATE/INTEGRATE COMPONENTS, THEATER, AND OTHER SUPPORT. Joint fires plan is refined to accommodate component requirements.

- UJTL OP 3.1, CONDUCT JOINT FORCE TARGETING; UJTL OP 2.2, COLLECT OPERATIONAL INFORMATION; UJTL OP 2.3, PROCESS OPERATIONAL INFORMATION. Joint fires plan and

target lists are modified as new intelligence is received.

- UJTL OP 3.2, ATTACK OPERATIONAL TARGETS; UJTL TA 3.2 ENGAGE TARGETS. Plan is developed to provide redundancy to attack all HPTs if primary acquisition or engagement means are unavailable.

- UJTL OP 6.2, PROVIDE PROTECTION FOR OPERATIONAL FORCES, MEANS AND NONCOMBATANTS; UJTL TA 6.3.1, PROTECT AGAINST COMBAT AREA HAZARDS. JTF J3 develops force protection measures for key acquisition and engagement assets.

- UJTL OP 1.2.4, CONDUCT OPERATIONS IN DEPTH; UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER. JTF deep battle joint fires requirements are updated.

- UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL TA 3, EMPLOY FIREPOWER. (1) Attacks of HPTs are refined to include the conduct of BDA. (2) Hand off procedures are refined to engage targets of opportunity.

- UJTL OP 6.1.3, PROVIDE AIRSPACE CONTROL. Fire support plans are coordinated with ACA and BCD.

- UJTL TA 6.3.1, PROTECT AGAINST COMBAT AREA HAZARDS; UJTL TA 3, EMPLOY FIREPOWER. Plans for rear battle are refined and joint fires assets allocated to the TCF.

- UJTL OP 6.4, CONDUCT DECEPTION IN SUPPORT OF SUBORDINATE CAMPAIGNS AND MAJOR

		OPERATIONS. Joint fires means are integrated into deception planning. - UJTL OP 5.1.1, COMMUNICATE OPERATIONAL INFORMATION. J3 insures changes to plan are disseminated to higher, lower, adjacent, and supporting commands.
10.	**JTF command group receives update briefings.**	- UJTL OP 5.1, ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION AND MAINTAIN STATUS; UJTL OP 5.2, ASSESS OPERATIONAL SITUATION; UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL OP 2, DEVELOP OPERATIONAL INTELLIGENCE; UJTL TA 3, EMPLOY FIREPOWER. (1) J3 tracks progress of fire support preparation and provides updates regarding modifications and refinements. (2) J3 coordinates with and attends briefings by other staff members to determine impact on joint fires.
11.	**JTF command group and staff monitor, supervise, and direct execution of force protection operations and activities.**	- UJTL OP 5.1, ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION AND MAINTAIN STATUS; UJTL OP 5.2, ASSESS OPERATIONAL SITUATION. CJTF and staff acquire information and assess situation so as to provide direction to force protection operations. - UJTL OP 2, DEVELOP OPERATIONAL INTELLIGENCE. J2 provides J3 and JTCB current information on enemy situation. - UJTL OP 6, PROVIDE OPERATIONAL PROTECTION. J3 coordinates with components to ensures that joint fires and target acquisition

assets have been provided adequate survivability and force protection support.

- UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER. J3 establishes priority of fires, positions target acquisition and joint fires means, and integrates joint fires for the JTF security force.

- UJTL OP 6.4.1, DEVELOP OPERATIONAL DECEPTION PLAN. J3 integrates joint fires into the JTF deception plan.

- UJTL OP 6.3, EMPLOY OPERATIONS SECURITY IN THEATER OF OPERATIONS/JOA. Operations security measures are developed and employed to avoid detection of the security force and joint fires means.

- UJTL OP 1.4, PROVIDE OPERATIONAL COUNTERMOBILITY. J3 coordinates joint fires coverage of operational obstacles.

- UJTL OP 5.1.1, COMMUNICATE OPERATIONAL INFORMATION. Modifications to fires-related ROE are transmitted to supporting and supported units.

12. **JTF command group and staff monitor, supervise, and direct mission preparation.**

- UJTL OP 3.1, CONDUCT JOINT FORCE TARGETING. JTCB meets daily to validate/modify changes to the JIPL provided by the JFACC.

- UJTL OP 5.1, ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION AND MAINTAIN STATUS; UJTL OP 5.2, ASSESS OPERATIONAL SITUATION. CJTF and staff acquire

information and assess situation so as to provide direction to force protection operations.

- UJTL OP 2, DEVELOP OPERATIONAL INTELLIGENCE. J2 provides J3 and JTCB current information on enemy situation.

- UJTL OP 6, PROVIDE OPERATIONAL PROTECTION. J3 coordinates with components to ensures that joint fires and target acquisition assets have been provided adequate survivability and force protection support.

- UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER. J3 establishes priority of fires, positions target acquisition and joint fires means, and integrates joint fires for the JTF security force.

- UJTL OP 6.4.1, DEVELOP OPERATIONAL DECEPTION PLAN. J3 integrates joint fires into the JTF deception plan.

- UJTL OP 6.3, EMPLOY OPERATIONS SECURITY IN THEATER OF OPERATIONS/JOA. Operations security measures are developed and employed to avoid detection of the security force and joint fires means.

- UJTL OP 1.4, PROVIDE OPERATIONAL COUNTERMOBILITY. J3 coordinates joint fires coverage of operational obstacles.

- UJTL OP 5.1.1, COMMUNICATE OPERATIONAL INFORMATION. Modifications to fires-related ROE are transmitted to supporting and supported units.

13. **CJTF and staff integrate the joint targeting and fire execution process.**

- UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL TA 3, EMPLOY FIREPOWER. J3 plans detailed joint fires operations with and for other than Army components. JTF staff identifies requirements and nominates targets to the JTCB that are outside the component boundaries.

- UJTL OP 3.1.7, DEVELOP FIRE SUPPORT COORDINATION MEASURES. J3 establishes maneuver control and joint fires coordination measures.

- UJTL OP 6.5, PROVIDE SECURITY FOR OPERATIONAL FORCES AND MEANS. Joint fires are coordinated for JTF rear areas.

- UJTL OP 6.1.3, PROVIDE AIRSPACE CONTROL. JFFC ensures that updated firing locations, directions, and trajectories are incorporated into the ACP.

- UJTL OP 2.2.2, COLLECT INFORMATION ON OPERATIONAL TARGETS; UJTL OP 3.1.6, CONDUCT OPERATIONAL COMBAT ASSESSMENT; UJTL TA 3.1.4, CONDUCT TACTICAL COMBAT ASSESSMENT. Components identify BDA requirements that exceed organic capability. J2 integrates and provides requirements to J3.

14. **CJTF and staff conduct visits and inspections to subordinate units.**

- UJTL OP 5.4, DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES; UJTL OP 5.1, ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION AND MAINTAIN STATUS; UJTL TA 5.2, ASSESS OPERATIONAL SITUATION. Commander and staff visit units to ensure understanding of joint fires and other aspects of the JTF plan.

15. **CJTF, staff, and component commanders conduct rehearsals.**

- UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL OP 5.4.4, SYNCHRONIZE/INTEGRATE OPERATIONS. Maneuver and joint fires plans are rehearsed simultaneously.

16. **JTF plan is modified and refined.**

- UJTL OP 5.1, ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION AND MAINTAIN STATUS; UJTL OP 5.2, ASSESS OPERATIONAL SITUATION. CJTF and staff acquire information and assess situation.

- UJTL OP 5.3.9, PREPARE CAMPAIGN OR MAJOR OPERATIONS AND RELATED PLANS AND ORDERS; UJTL OP5.4.4, SYNCHRONIZE/ INTEGRATE OPERATIONS; UJTL OP5.4.5, COORDINATE/INTEGRATE COMPONENTS, THEATER, AND OTHER SUPPORT. Joint fires plan is refined to accommodate component requirements.

- UJTL OP 3.1, CONDUCT JOINT FORCE TARGETING; UJTL OP2.2, COLLECT OPERATIONAL INFORMATION; UJTL OP2.3, PROCESS OPERATIONAL INFORMATION. Joint fires plan and

target lists are modified as new intelligence is received.

- UJTL OP 3.2, ATTACK OPERATIONAL TARGETS; UJTL TA 3.2 ENGAGE TARGETS. Plan is developed to provide redundancy to attack all HPTs if primary acquisition or engagement means are unavailable.

- UJTL OP 6.2, PROVIDE PROTECTION FOR OPERATIONAL FORCES, MEANS AND NONCOMBATANTS; UJTL TA 6.3.1, PROTECT AGAINST COMBAT AREA HAZARDS. JTF J3 develops force protection measures for key acquisition and engagement assets.

- UJTL OP 1.2.4, CONDUCT OPERATIONS IN DEPTH; UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER. JTF deep battle joint fires requirements are updated.

- UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL TA 3, EMPLOY FIREPOWER. (1) Attacks of HPTs are refined to include the conduct of BDA. (2) Handoff procedures are refined to engage targets of opportunity.

- UJTL OP 6.1.3, PROVIDE AIRSPACE CONTROL. Fire support plans are coordinated with ACA and BCD.

- UJTL TA 6.3.1, PROTECT AGAINST COMBAT AREA HAZARDS; UJTL TA 3, EMPLOY FIREPOWER. Plans for rear battle are refined and joint fires assets allocated to the TCF.

- UJTL OP 6.4, CONDUCT DECEPTION IN SUPPORT OF SUBORDINATE CAMPAIGNS AND MAJOR

		OPERATIONS. Joint fires means are integrated into deception planning. - UJTL OP 5.1.1, COMMUNICATE OPERATIONAL INFORMATION. J3 insures changes to plan are disseminated to higher, lower, adjacent, and supporting commands. - UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL OP 5.4.4, SYNCHRONIZE/INTEGRATE OPERATIONS. Joint fires plan is further refined based on rehearsals and additional input from component fire planners.
17.	**JTF conducts liaison and coordination with higher, adjacent, supported, and supporting elements.**	- UJTL OP 5.1, ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION AND MAINTAIN STATUS; UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL TA 3, EMPLOY FIREPOWER; UJTL OP 5.4.5, COORDINATE/INTEGRATE COMPONENTS, THEATER AND OTHER SUPPORT. (1) J3 continually updates liaison officers and other fire planners on changes to the joint fires plan. (2) J3 ensures that key aspects and requirements of joint fires plan are included in update briefings to the unified command.
18.	**JTF command group and command posts are positioned to support and control the battle.**	- UJTL OP 5, EXERCISE OPERATIONAL COMMAND AND CONTROL; UJTL OP 1.2.4, CONDUCT OPERATIONS IN DEPTH; UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; TA 3 EMPLOY FIREPOWER. JTF main command post, JTAC and JRTOC are located to provide joint fires in support of deep, close, and rear operations.

19. **CJTF visualizes the battlefield.**

- UJTL OP 5.1, ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION AND MAINTAIN STATUS. CJTF identifies and acquires information he requires.

- OP 2.3.3.2, DEVELOP OPERATIONAL TARGET INFORMATION; UJTL OP 3.1.6, CONDUCT OPERATIONAL COMBAT ASSESSMENT; UJTL TA 2.2.2, COLLECT TARGET INFORMATION; UJTL TA 3.1.4, CONDUCT TACTICAL COMBAT ASSESSMENT. JTF J2 coordinates targeting and combat assessment requirements and locations of RSTA assets with components.

- UJTL OP 2.2, COLLECT OPERATIONAL INFORMATION; UJTL OP 2.3, PROCESS OPERATIONAL INTELLIGENCE; UJTL OP 2.4, PRODUCE OPERATIONAL INTELLIGENCE REPORTS; UJTL TA 2.2, COLLECT INFORMATION; UJTL TA 2.3, PROCESS INFORMATION; UJTL TA 2.4, PREPARE AND DISSEMINATE INTELLIGENCE REPORTS. J2 provides and constantly updates information to the CJTF regarding military aspects of terrain, potential targets of opportunity, and enemy vulnerability to sources of indirect joint fires; conducts combat assessments and recommends appropriate retargeting.

- UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER. CJTF monitors the effects of joint fires.

- UJTL OP 5.4, DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES; UJTL OP 5.2, ASSESS

		OPERATIONAL SITUATION; UJTL OP 5.1.3, MAINTAIN OPERATIONAL INFORMATION AND FORCE STATUS; UJTL OP 5.2.1, REVIEW CURRENT SITUATION (PROJECT BRANCHES); UJTL OP 5.4.4, SYNCHRONIZE/ INTEGRATE OPERATIONS; UJTL TA 5.1.3, MAINTAIN INFORMATION AND FORCE STATUS. JTF J2 and JTF J3 provide updates to the CJTF regarding location status, disposition and capability of joint fires and target acquisition assets and the effectiveness of the joint fires plan.
20.	**CJTF directs and leads subordinate operational forces.**	- UJTL OP 5, EXERCISE OPERATIONAL COMMAND AND CONTROL. - UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL TA 3, EMPLOY FIREPOWER; UJTL OP 5.4.4, SYNCHRONIZE/INTEGRATE OPERATIONS. J3 and J2 answer new joint fires CCIRs; J3 monitors execution of joint fires, anticipates additional joint fires requirements, and recommends changes to the joint fires plan to the CJTF as the battle progresses.
21.	**JTF command posts track and support the battle.**	- UJTL OP 5.1, ACQUIRE AND COMMUNICATE OPERATIONAL LEVEL INFORMATION AND MAINTAIN STATUS; UJTL OP 5.2, ASSESS OPERATIONAL SITUATION; UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL TA 3, EMPLOY FIREPOWER; UJTL OP 5.4.4, SYNCHRONIZE/ INTEGRATE OPERATIONS. J3 coordinates with JTOC and JRTOC and synchronizes changes to the targeting effort as it is being executed, tracks the battle, ensures that fires are

synchronized and integrated with the JTF operational plan through coordination and analysis, and facilitates combat assessment as attacks are executed.

22. **JTF conducts battlefield update (METT-T based).**

- UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL OP 5.1.3, MAINTAIN OPERATIONAL INFORMATION AND FORCE STATUS; UJTL OP 5.2.1, REVIEW CURRENT SITUATION (PROJECT BRANCHES); UJTL TA 3, EMPLOY FIREPOWER; TA 5.1.3, MAINTAIN INFORMATION AND FORCE STATUS. J3 ensures that the CJTF is updated on significant aspects of the current fire plan including the evaluation of success or failure of previously executed fires and recommendations for retargeting. J3 also informs CJTF of projected changes in availability of fire assets and the impact on the battle.

23. **CJTF decides on operational actions/direction under time constraints.**

- UJTL OP 5.4, DIRECT AND LEAD SUBORDINATE OPERATIONAL FORCES; UJTL OP 3, EMPLOY OPERATIONAL FIREPOWER; UJTL TA 3, EMPLOY FIREPOWER; UJTL OP 5.2, ASSESS OPERATIONAL SITUATION; UJTL TA 5.2, ASSESS SITUATION; UJTL OP 5.4.4 SYNCHRONIZE/INTEGRATE OPERATIONS. J3 recognizes events which indicate fires execution is not occurring as envisioned, notifies CJTF, and recommends/takes corrective actions to the fire plan and joint fires execution matrix.

- UJTL OP 5.1.1, COMMUNICATE OPERATIONAL INFORMATION. Changes to joint fires plan are disseminated to component commands

		and, as appropriate, to the unified command HQ.
24.	**JTF consolidates and reorganizes.**	- UJTL OP 5.5.5, ESTABLISH COMMAND TRANSITION CRITERIA AND PROCEDURES; UJTL OP 5.2, ASSESS OPERATIONAL SITUATION; UJTL OP 5.1.3, MAINTAIN OPERATIONAL INFORMATION AND FORCE STATUS; UJTL TA 5.1.3, MAINTAIN INFORMATION AND FORCE STATUS; UJTL OP 5.1.1, COMMUNICATE OPERATIONAL INFORMATION; UJTL OP 4.4.4, RECONSTITUTE FORCES; ST 7.2.3, CONDUCT JOINT AFTER ACTION REPORTING. J3 determines status of joint fires and target acquisition assets, monitors and assists in reorganization and reconstitution efforts, and inputs to AAR to the unified command.

Task Linkages of BF 15 to Army FM and ARTEP-MTP

This component identifies Army doctrinal and "how to" training documents relevant to training the tasks identified in the functional analysis. The Army documents provide additional sources of information useful to training a corps to function as a JTF.

PLANNING

1. **Unified command and corps establish joint task force and initiate planning for battle.** [FM 5-33, Introduction and Chap 1; FM 6-20, Chap 3; FM 6-20-10, Chap 2; FM 34-130, Chap 1; FM 90-36, Chap1; FM 100-5, Chap 6; FM 100-15, Chap 4; FM 101-5, Chap 1; TRADOC Pam 11-9, Chap 4].

2. **JTF conducts operational mission analysis; CJTF issues initial planning guidance.** [FM 6-20, Chap 2; FM 6-20, Chap 3; FM 100-7, Chap 4; FM 101-5, Chap 4; TRADOC Pam 11-9, Chap 4 and 7].

3. **JTF develops and issues warning order.** [FM 6-20, Chap 3; FM 6-20-10, Chap 2; FM 100-15, Chap 4; FM 101-5, Chap 4].

4. **CJTF and staff prepare mission estimate, to include development of courses of action.** [FM 6-20, Chap 3; FM 34-3, Chap 4; FM 100-15, Chap 4; FM 101- 5, Chap 4; ARTEP 6-300-1, Task 3-111-9-1a; ARTEP 100-15].

5. **CJTF and staff analyze and compare own courses of action.** [FM 6-20, Chap 3; FM 6-20-10, Chap 2; FM 100-15, Chap 4; FM 101-5, Chap 4; ARTEP 6-300-1, Task 3-111-9-2].

6. **CJTF selects course of action.** [FM 6-20-10, Chap 2; FM 100-15, Chap 4; FM 101-5, Chap 4].

7. **JTF staff prepares JTF OPORD/FRAGO.** [FM 6-20, Chap 3 and Appendix C; FM 6-20-10, Chap 2; FM 100-15, Chap 4; FM 101-5, Chap 4; ARTEP 6-300-1, Task 111-9-7; ARTEP 100-15].

8. **CJTF and staff issue the OPORD/FRAGO.** [FM 6-20-10, Chap 4; FM 100-15, Chap 4; FM 101-5, Chap 4 and Appendix H; ARTEP 100-15-MTP, Task 006-8-FS04].

9. **CJTF and staff refine the plan.** [FM 6-20, Chap 3; FM 6-20-10, Chap 3; FM 101-5, Chap 4 and Appendix H].

EMPLOYMENT

10. **JTF command group receives update briefings.** [FM 6-20, Chap 1; FM 100-15, Chap 4; FM 101-5, Chap 3; ARTEP 100-15-MTP, Task 006-8-FS07].

11. **JTF command group and staff monitor, supervise, and direct execution of force protection operations and activities.** [FM 6-20, Chap 1; FM 34-10, Chap 1; FM 90-14, Chap 4; FM 100-15, Appendix D; TRADOC Pam 11-9, Chap 6].

12. **JTF command group and staff monitor, supervise, and direct mission preparation.** [FM 6-20, Chap 3; FM 6-20-10, Chap 4, Appendices C and E; FM 100-15, Chap 4; FM 101-5, Chap 3; ARTEP 100-15, Task 006-8-FS04].

13. **CJTF and staff integrate the joint targeting and fire execution processes.** [FM 6-20-10, Chap 3].

14. **CJTF and staff conduct visits and inspections to subordinate units.** [FM 100-15, Chap 4; FM 101-5; Chap 4; TRADOC Pam 11-9, Appendix D].

15. **CJTF, staff, and component commanders conduct rehearsals.** [FM 6-20, Chap 1; FM 100-5, Chap 1, 5 and 6; FM 101-5, Appendix M; ARTEP 100-15-MTP, Task 878-8-3022].

16. **JTF plan is modified and refined.** [FM 101-5, Chap 4 and Appendix M; TRADOC Pam 11-9, Chap 7].

17. **JTF conducts liaison and coordination with higher, adjacent, supported, and supporting elements.** [FM 6-20-10, Chap 3 and 4; FM 100-5, Chap 2; FM 101-5, Appendix L; ARTEP 100-15-MTP, Tasks 022-8-CS02, 022-8-LO01].

18. **JTF command group and command posts are positioned to support and control the battle.** [FM 6-20, Chap 2; FM 90-14, Chap 8; FM 100-15, Appendix C; FM 101-5, Chap 5; ARTEP 100-15-MTP, Tasks 022-8-CG01, 022-8-CS01, 022-8-RC03, 878-87-3005, 878-8-3010, 878-8-3012, 878-8-3017, 878-8-3032, 878-8-3036, 878-8-3042, 878-8-3045, 006-8-FS05, 006-8-FS06].

19. **CJTF visualizes the battlefield.** [FM 5-33, Introduction; FM 6-20, Chap 3; FM 34-130, Chap 2; FM 100-5, Chap 2; FM 100-15, Chap 4; FM 101-5, Chap 1; ARTEP 100-15-MTP, Task 022-8-CG01].

20. **CJTF directs and leads subordinate operational forces.** [FM 6-20, Chap 3; FM 6-20-10, Chap 2; FM 100-5, Chap 2; FM 100-15, Chap 4; FM 101-5, Chap 4; ARTEP 100-15-MTP, Tasks 022-8-CG04, 006-8FS08].

21. **JTF command posts track and support the battle.** [FM 6-20, Chap 3; FM 101-5, Chap 5, 6, and 7; ARTEP 100-15-MTP, Tasks 006-8-FS04, 006-8-FS06, 878-8-3022, 022-8-CG04; TRADOC Pam 11-9, Chap 7].

22. **JTF conducts battlefield update (METT-T based).** [FM 6-20, Chap 3; FM 100-15, Chap 8; FM 101-5, Chap 6].

23. **CJTF decides on operational actions/direction under time constraints.** [FM 100-15, Chap 8; FM 101-5, Chap 4].

TRANSITION

24. **JTF consolidates and reorganizes.** [FM 100-5, Chap 3, FM 100-15, Chap 4, 5, and 6].

BF Assessment Package

Trainers should use the "assessment package" to assist in measuring a JTF's ability to perform BF 15, Coordinate, Synchronize, and Integrate Fire Support. The main purpose of the package is to support training assessment through the organization of observations matched to measures of effectiveness and performance. This supports development of meaningful feedback to a JTF's commander, staff, and personnel. The assessment package is organized into a logical format for conducting AARs as follows.

Overall Assessment: A "macro" assessment is made of the JTF's ability to perform BF 15, emphasizing any superior performance. This puts the "bottom line" up front in the AAR for the assessed unit.

Asset Utilization: Seven tables based on measures of effectiveness and performance are used to capture how well assets are utilized given the commander's intent for deep, close, and rear battles.

Use of JTF Fire Support Components: Tables 1-3 provide a measurement of whether or not targeting assets and weapons were used according to the commander's intent during planning, employment, and transition at the strategic, operational, and tactical levels. This information also provides indications to trainers of problems in the development of the commander's intent.

Acquisition of Targets and Execution of Fires: Table 4 provides a measurement of the JTF's effectiveness in acquiring and engaging HPTs for the deep, close, and rear battles. This data enables trainers to provide feedback about acquisition planning and employment. The tables are formatted for ease of use by the JTF's personnel who can take this information, assess proficiencies, and pinpoint training issues.

Measures of Performance (Key Missions): A series of criteria scales provide a measurement of how well the JTF accomplished key fire support tasks for the deep, close, and rear battles. These are subjective measurements based on the judgement of expert trainers and are used to bring out key points for discussion during AARs.

Assessment Strategy: Five charts describe the five BF 15 outcomes and suggest where trainers should focus their observations (what to look for) and the locations where key activities can be observed (where to look). This component of the assessment package may also assist planning for major exercises since the focus of observer/trainers required are indicated.

Outcome Assessment: Assessment scales for each of the five outcomes required to accomplish the purpose of BF 15 are provided for trainers to use in giving feedback on how well the JTF performed each outcome, its components, and the associated BF 15 task elements within each component. These scales display key BF 15 tasks in an easy to understand format and in a logical AAR presentation format. Each outcome assessment is

followed by a "process" section which provides more detail about the tasks enabling the outcome. These supporting tasks anchor the assessment to the task analysis. This detail allows trainers to provide precise diagnostic feedback and facilitates extracting information for the development of training to remediate the unit's demonstrated needs.

MISSION _____
DATE _____

BF 15 - COORDINATE, SYNCHRONIZE, AND INTEGRATE JOINT FIRES AS ACCOMPLISHED BY AN ARMY CORPS ACTING AS A JOINT TASK FORCE

OVERALL ASSESSMENT

Purpose

To coordinate, synchronize and integrate all joint fires and joint fire support for the Commander JTF (CJTF) in support of the commander's concept of operations and intent, maximizing mission accomplishment while minimizing risk to friendly forces, neutrals, and noncombatants.

Did the JTF achieve the purpose? (Circle one:) Yes No

If the performance exceeded the standard, please describe any techniques the JTF employed to achieve superior performance. These are techniques that you believe should be cited in the JTF AAR and, perhaps, relayed through lessons learned agencies to be shared with the rest of the joint community and the services:

ASSET UTILIZATION

The first three tables concern the effectiveness planning for and employing targeting assets and weapons by type of operation during the "phases" of planning, employment, and transition. Indicate whether each asset or weapon was planned for or employed according to the JTF commander's intent.[1]

Table 1. Use of JTF Fires Assets and Weapons: **Planning**

	Strategic Level	Operational Level	Tactical Level
Targeting Assets			
Armed Reconnaissance		Yes No NA	Yes No NA
Aerial			
- Utility Aircraft	Yes No NA	Yes No NA	Yes No NA
- Special Electronic Mission Aircraft (SEMA)	Yes No NA	Yes No NA	Yes No NA
- Observation and Utility Helicopters	Yes No NA	Yes No NA	Yes No NA
- Unmanned Aerial Vehicles (UAVs)	Yes No NA	Yes No NA	Yes No NA
- Airborne Warning and Control System (AWACS)	Yes No NA	Yes No NA	Yes No NA
- Joint Surveillance and Target Attack Radar System (JSTARS)	Yes No NA	Yes No NA	Yes No NA
Ground Observers			
- Combat Electronic Warfare and Intelligence (CEWI)	Yes No NA	Yes No NA	Yes No NA
- Special Operations Forces (SOF)	Yes No NA	Yes No NA	Yes No NA
Other:	Yes No NA	Yes No NA	Yes No NA
	Yes No NA	Yes No NA	Yes No NA
	Yes No NA	Yes No NA	Yes No NA

[1]An LCC who was not dual-hatted as CJTF could substitute or add the terms *close*, *deep*, and *rear* to more narrowly define his battlespace.

	Strategic Level	Operational Level	Tactical Level
Weapons			
Close Air Support (CAS)	Yes No NA	Yes No NA	Yes No NA
Air Interdiction (AI)	Yes No NA	Yes No NA	Yes No NA
Armed Reconnaissance		Yes No NA	Yes No NA
Field Artillery	Yes No NA	Yes No NA	Yes No NA
Rockets	Yes No NA	Yes No NA	Yes No NA
Missiles	Yes No NA	Yes No NA	Yes No NA
Naval Surface Fires	Yes No NA	Yes No NA	Yes No NA
Armed Helicopters (attack; other)	Yes No NA	Yes No NA	Yes No NA
Electronic Warfare (EW)	Yes No NA	Yes No NA	Yes No NA
Psychological Operations (PSYOP)	Yes No NA	Yes No NA	Yes No NA
Other:	Yes No NA	Yes No NA	Yes No NA
	Yes No NA	Yes No NA	Yes No NA
	Yes No NA	Yes No NA	Yes No NA

Table 2. Use of JTF Fires Assets and Weapons: **Employment**

	Strategic Level	Operational Level	Tactical Level
Targeting Assets			
Armed Reconnaissance		Yes No NA	Yes No NA
Aerial			
- Utility Aircraft	Yes No NA	Yes No NA	Yes No NA
- SEMA	Yes No NA	Yes No NA	Yes No NA
- Observation and Utility Helicopters	Yes No NA	Yes No NA	Yes No NA
- UAVs	Yes No NA	Yes No NA	Yes No NA
- AWACS	Yes No NA	Yes No NA	Yes No NA
- JSTARS	Yes No NA	Yes No NA	Yes No NA
Ground Observers			
- CEWI	Yes No NA	Yes No NA	Yes No NA
- SOF	Yes No NA	Yes No NA	Yes No NA
Other:	Yes No NA	Yes No NA	Yes No NA
	Yes No NA	Yes No NA	Yes No NA
	Yes No NA	Yes No NA	Yes No NA

	Strategic Level	Operational Level	Tactical Level
Weapons			
CAS	Yes No NA	Yes No NA	Yes No NA
AI	Yes No NA	Yes No NA	Yes No NA
Armed Reconnaissance		Yes No NA	Yes No NA
Field Artillery	Yes No NA	Yes No NA	Yes No NA
Rocket	Yes No NA	Yes No NA	Yes No NA
Missiles	Yes No NA	Yes No NA	Yes No NA
Naval Surface Fires	Yes No NA	Yes No NA	Yes No NA
Armed Helicopters (attack; other)	Yes No NA	Yes No NA	Yes No NA
EW	Yes No NA	Yes No NA	Yes No NA
PSYOP	Yes No NA	Yes No NA	Yes No NA
Other:	Yes No NA	Yes No NA	Yes No NA
	Yes No NA	Yes No NA	Yes No NA
	Yes No NA	Yes No NA	Yes No NA

Table 3. Use of JTF Fires Assets and Weapons: **Transition**

	Strategic Level	**Operational Level**	**Tactical Level**
Targeting Assets			
Armed Reconnaissance		Yes No NA	Yes No NA
Aerial			
- Utility Aircraft	Yes No NA	Yes No NA	Yes No NA
- SEMA	Yes No NA	Yes No NA	Yes No NA
- Observation and Utility Helicopters	Yes No NA	Yes No NA	Yes No NA
- UAVs	Yes No NA	Yes No NA	Yes No NA
- AWACS	Yes No NA	Yes No NA	Yes No NA
- JSTARS	Yes No NA	Yes No NA	Yes No NA
Ground Observers			
- CEWI	Yes No NA	Yes No NA	Yes No NA
- SOF	Yes No NA	Yes No NA	Yes No NA
Other:	Yes No NA	Yes No NA	Yes No NA
	Yes No NA	Yes No NA	Yes No NA
	Yes No NA	Yes No NA	Yes No NA

	Strategic Level	Operational Level	Tactical Level
Weapons			
CAS	Yes No NA	Yes No NA	Yes No NA
AI	Yes No NA	Yes No NA	Yes No NA
Armed Reconnaissance		Yes No NA	Yes No NA
Field Artillery	Yes No NA	Yes No NA	Yes No NA
Rocket	Yes No NA	Yes No NA	Yes No NA
Missiles	Yes No NA	Yes No NA	Yes No NA
Naval Surface Fires	Yes No NA	Yes No NA	Yes No NA
Armed Helicopters (attack; other)	Yes No NA	Yes No NA	Yes No NA
EW	Yes No NA	Yes No NA	Yes No NA
PSYOP	Yes No NA	Yes No NA	Yes No NA
Other:	Yes No NA	Yes No NA	Yes No NA
	Yes No NA	Yes No NA	Yes No NA
	Yes No NA	Yes No NA	Yes No NA

ACQUISITION OF TARGETS AND EXECUTION OF FIRES

Table 4 concerns acquisition of targets and execution of fires on HPTs. Circle the type of operation and list the HPTs identified. For each target, mark whether a system was assigned to acquire the target, whether a redundant system was assigned, and whether the target was acquired. Then mark the description of the commander's intent for each target; Interdict, Harass, Neutralize, or Destroy based on the following criteria:

Interdict	$\leq$ 5% damage inflicted
Harass	$\leq$ 10% damage inflicted
Neutralize	$\leq$ 30% damage inflicted
Destroy	$\leq$ 40% damage inflicted

Finally, circle the result of the engagement. If the target was acquired but not engaged, or if the fire had no effect, circle None.

Table 4. Acquisition of Targets and Execution of Fires.

Type of Operation[2]: Tactical Level
Operational Level
Theater Strategic Level

(Write in HPT identification)	Primary Acquisition System?	Redundant Acquisition System?	Was Target Acquired?	Commander's Intent	Effect Achieved
HPT 1:	Yes No	Yes No	Yes No	Interdict Harass Neutralize Destroy	Interdict Harass Neutralize Destroy None
HPT 2:	Yes No	Yes No	Yes No	Interdict Harass Neutralize Destroy	Interdict Harass Neutralize Destroy None

[2]An LCC who was not dual-hatted as CJTF could substitute or add the terms *close*, *deep*, and *rear* to more narrowly define his battlespace.

(Write in HPT identification)	Primary Acquisition System?	Redundant Acquisition System?	Was Target Acquired?	Commander's Intent	Effect Achieved
HPT 3:	Yes No	Yes No	Yes No	Interdict Harass Neutralize Destroy	Interdict Harass Neutralize Destroy None
HPT 4:	Yes No	Yes No	Yes No	Interdict Harass Neutralize Destroy	Interdict Harass Neutralize Destroy None
HPT 5:	Yes No	Yes No	Yes No	Interdict Harass Neutralize Destroy	Interdict Harass Neutralize Destroy None
HPT 6:	Yes No	Yes No	Yes No	Interdict Harass Neutralize Destroy	Interdict Harass Neutralize Destroy None
HPT 7:	Yes No	Yes No	Yes No	Interdict Harass Neutralize Destroy	Interdict Harass Neutralize Destroy None
HPT 9:	Yes No	Yes No	Yes No	Interdict Harass Neutralize Destroy	Interdict Harass Neutralize Destroy None
HPT 10:	Yes No	Yes No	Yes No	Interdict Harass Neutralize Destroy	Interdict Harass Neutralize Destroy None

MEASURES OF PERFORMANCE

Rate how well the JTF accomplished the following:

Theater Strategic Level Operations

1.	Plans were made to employ theater strategic firepower.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
2.	Means to deliver theater strategic firepower were allocated.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
3.	Fire control measures were adequate to enhance flexibility and avoid fratricide.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
4.	Target acquisition means were identified and allocated.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
5.	Strategic fires supporting JTF operations were executed IAW CJTF's priorities and intent for fires.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
6.	Battle damage assessments for theater strategic operations were accurate and timely.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely

		0	1	2	3	4
1.	Plans were made to employ operational firepower.	Not At All	Poorly	Somewhat	Sufficiently	Completely
2.	Means to deliver operational firepower were allocated.	Not At All	Poorly	Somewhat	Sufficiently	Completely
3.	Target acquisition means were identified and allocated.	Not At All	Poorly	Somewhat	Sufficiently	Completely
4.	Fire control measures were adequate to enhance flexibility and avoid fratricide.	Not At All	Poorly	Somewhat	Sufficiently	Completely
5.	Operational firepower was employed IAW CJTF's priorities and intent for fires.					
	a. Preplanned targets.	Not At All	Poorly	Somewhat	Sufficiently	Completely
	b. Targets of opportunity.	Not At All	Poorly	Somewhat	Sufficiently	Completely
6.	Battle damage assessments were accurate and timely.	Not At All	Poorly	Somewhat	Sufficiently	Completely

Tactical Operations

		0	1	2	3	4
		Not At All	Poorly	Somewhat	Sufficiently	Completely
1.	Fires supporting tactical operations were executed IAW CJTF's and component commanders' priorities and intents for fires.					
2.	Firepower was immediately responsive to the forces in contact.					
	a. Preplanned targets.	0	1	2	3	4
		Not At All	Poorly	Somewhat	Sufficiently	Completely
	b. Targets of opportunity.	0	1	2	3	4
		Not At All	Poorly	Somewhat	Sufficiently	Completely
3.	Firepower was synchronized.	0	1	2	3	4
		Not At All	Poorly	Somewhat	Sufficiently	Completely
4.	Fires were sustained throughout the operation.	0	1	2	3	4
		Not At All	Poorly	Somewhat	Sufficiently	Completely
5.	Fire control measures were adequate to enhance flexibility and avoid fratricide during tactical operations.	0	1	2	3	4
		Not At All	Poorly	Somewhat	Sufficiently	Completely
6.	Target acquisition means were identified and allocated.	0	1	2	3	4
		Not At All	Poorly	Somewhat	Sufficiently	Completely
7.	Battle damage assessments were accurate and timely.	0	1	2	3	4
		Not At All	Poorly	Somewhat	Sufficiently	Completely

ASSESSMENT STRATEGY

OUTCOME	LOCATION AND FOCUS FOR ASSESSMENT
Outcome I: Joint fires and joint fire support planning provides for identification and attack of the enemy critical capabilities, vulnerabilities, and centers of gravity in support of the JTF and component(s) concept(s) of operations and, where appropriate, scheme(s) of maneuver.	•During planning phase, with J3, Joint Forces Fires Coordinator (JFFC), and JTF staff to assess the following activities: - Preparation of HPT matrix. - War gaming and COA development of fires. - Writing of Paragraph 3(a) of OPORD. - Integration of C2W. - Monitoring of components' operational planning and status. •With Joint Targeting Coordination Board (JTCB) to monitor selection of HPTs and development of attack guidance. •At Main CP to assess liaison conducted with higher, adjacent, and supported and supporting elements. •At OPORD dissemination and operation briefings to observe changes suggested. •At JTF rehearsals to observe integration measures and to record changes suggested. •During employment phase, with J3 to observe integration of changes from rehearsals, bottom-up refinements, and operation briefings. •During employment phase, with J3 to monitor operations and to identify successes and problems with integration of targeting means and fires systems.
Outcome II: JTF and component collection requirements are prioritized and assigned to component, theater and national commanders and directors for collection by RSTA assets.	•At Unified Command Joint Intelligence Center to identify RSTA assets. •At Joint Operations Center (JOC) during employment phase to assess integration of RSTA assets in RSTA plan, sensor/attack matrix, and DST. •With J2 during employment phase to assess repositioning of RSTA assets.
Outcome III: JTF monitors deployment of required joint fire and joint fire assets required to support the CJTF's intent and concept of operations. CJTF issues orders to components establishing supporting and supported relationships for fire support of anticipated operations.	•At JTF and component rehearsals to observe rehearsal of target acquisition and fire delivery assets. •During employment phase, with J3 to assess integration of target acquisition, survey, and support assets into plans of component units. •At Joint Tactical Operations Center (JTOC) to verify that positioning of acquisition assets are in accordance with the joint fires plan. •During employment phase, with J3 to assess communications status with target acquisition and fires assets. •With target acquisition assets and fire delivery systems to determine if their positions meet the CJTF's intent. •With targeting assets, components, and OPFOR to determine effectiveness of fires.

OUTCOME	LOCATION AND FOCUS FOR ASSESSMENT
Outcome IV: Fire control measures facilitate flexible and responsive delivery of joint fires and joint fire support and minimize fratricide, collateral damage, and/or noncombatant casualties.	•With J3 and JFFC to assess the following factors: -- Whether fire control measures are included in the planning and issuing of the OPORD/fragmentary order (FRAGO). -- Ongoing coordination with subordinate and adjacent units regarding fire control measures. -- Dissemination of rules of engagement (ROE). •With Air Liaison Officer (ALO) and Naval Gunfire Liaison Officer (NGLO) to assess dissemination of fire control measures and target changes to friendly elements. •At Main CP to assess liaison conducted with higher, adjacent, and supported and supporting elements. •With Civil Affairs staff officer to verify that built up areas and locations of noncombatants are identified. •With JTCB and components to assess whether ROE are known and followed. •With targeting assets, components, and OPFOR to determine effectiveness of fires.
Outcome V: Battle damage assessment (BDA) confirms the destruction, neutralization, harassment, or interdiction of surface targets. BDA determines the effects of non-lethal fires.	•At JOC to check collection plan in OPORD. •At JTF rehearsals to verify that BDA procedures and requirements are addressed. •With managers of BDA assets to assess updates and timeliness of taskings. •With J2 during employment phase to monitor receipt of reports of effects of attacks, and to appraise assessments of BDA and recommendations for retargeting.

ASSESSMENT SCALE OVERVIEW

Whenever the JTF's performance must be rated with respect to an outcome, or component of an outcome, the rating should be on the scale Adequate, Marginal, Not Adequate, defined below. Whenever these ratings are required, the outcome or component will be framed in a box with the rating scale, as in this example:

Component A: Joint fires plan integrates target acquisition means with fire delivery systems to support the scheme of maneuver.	Adequate	Marginal	Not Adequate

In each case, circle the appropriate rating, using the scale below for guidance:

Adequate	**Marginal**	**Not Adequate**
↓	↓	↓
The JTF can successfully accomplish the outcome to standard. Outcome is accomplished with no significant shortcomings.	The JTF can successfully accomplish the outcome with some shortcomings.	The JTF cannot accomplish the outcome to standard.

OUTCOME ASSESSMENT

OUTCOME I: Joint fires and joint fire support planning provides for identification and attack of the enemy critical capabilities, vulnerabilities, and centers of gravity in support of the JTF and component(s) concept(s) of operations and, where appropriate, scheme(s) of maneuver.

Assessment Statements

Component A: Joint fires plan integrates target acquisition means with fire delivery systems to support the JTF and components' concepts of operations.	Adequate	Marginal	Not Adequate

- Joint fires plan includes ground-based, air-based, and sea-based target acquisition systems from the following sources:
  - Units within the land component (corps)
  - Assets at unified command level.
  - Other service and functional components.
- JTCB selects HPTs and develops attack guidance that incorporates acquisition assets.
- Sensor/attack matrix joins target acquisition means to target delivery systems for all HPTs.

Component B: Joint fires plan integrates fires according to intents of CJTF and components.	Adequate	Marginal	Not Adequate

- Paragraph 3a(2) Fires section of OPORD includes the following information:
  - Outline of joint fires plan, synchronization, and integration measures to support each phase of the battle.
  - Designation of maneuver units which have priority of fires by phase.
  - Designation of priority of use of low-density munitions.
  - Description of times, duration and desired effects of supporting fires.
  - Establishment of priority for requested joint air and naval surface fires support.
  - Apportionment of effort.
- Fires assets are allocated to weight the main effort.
- J3 coordinates with components to ensure that the joint fires plan is consistent with their operational plans and status.

- Joint fires plan is integrated with C2W.
- Joint fires plan is rehearsed simultaneously with the maneuver plan to ensure synchronization.

Component C: Joint fires plan provides for flexibility.	Adequate	Marginal	Not Adequate

- War-gaming covers plans for attacking targets of opportunity.
- Joint fires annex includes the following information:
  - Joint fires organization for combat.
  - Priorities for fires.
  - Permissive and restrictive fire control measures.

Component D: Joint fires are executed so as to meet CJTF and component commanders' intents.	Adequate	Marginal	Not Adequate

- J3 monitors joint fires to ensure that execution meets CJTF's intent.
  - (With JFFC) anticipates joint fires requirements as changes occur on the battlefield.
  - (With J2 and C2W officer) develops combat assessments with reattack recommendations.
  - (With JFFC) coordinates with JTF staff to ensure that CAS, AI, and NSF are synchronized with artillery fires, EW, SOF operations, and armed helicopter operations.
  - Modifies fires plan and DST to keep pace with ongoing battle, to support unplanned battlefield events, and to incorporate CJTF decisions.
- CJTF directs retargeting, reapportionment of joint fires assets, or changes to JTF target list, as required, based on the situation and recommendations from the staff and component commanders.
- JFACC modifies JIPTL to incorporate CJTF decisions.
- CJTF decisions are disseminated to component commanders.

PROCESS

OUTCOME I: Joint fires and joint fire support planning provide for identification and attack of the enemy critical capabilities, vulnerabilities, and centers of gravity in support of the JTF and component(s) concept(s) of operations and, where appropriate, scheme(s) of maneuver.

Task Elements

Component A: Joint fires plan integrates target acquisition means with fire delivery systems to support the JTF and components' concepts of operations.

1h JTF J2 takes the following actions:
- a) Orients Intelligence Preparation of the Battle Space (IPB) on the JTF mission.
- b) Produces initial drafts of Commander's Critical Intelligence Requirements (CCIR) and Essential Elements of Intelligence (EEI).
- c) Coordinates with Unified Command Joint Intelligence Center (JIC) to determine availability of national and theater Reconnaissance, Surveillance, and Target Acquisition (RSTA) assets.

2f JTCB convenes and performs the following actions:

2f1 a) Drafts targeting guidance and priorities for CJTF approval.

2f2 b) Based on input from the J2, identifies high-value targets (HVTs) and prepares initial joint target lists (JTLs).
NOTE: In some cases the initial target list will be provided by the Unified Command in the form of a JTL.

2f3 c) Requirements for, and availability of all target acquisition assets are assessed.

2f4 d) Requirements for, and availability of fires means to include CAS, AI, NSF, EW, PSYOP, and armed helicopters are identified.

4a JTCB meets:

4a1 Assists in development of estimate and courses of action (COAs).

4a2 Reviews JFACC recommendations.

4b J3, assisted by the JFFC, initiates his estimate process based on restated mission, the CJTF's stated intent, and the factors of METT-T.

4c After determining and identifying the availability of all target acquisition and delivery means, the J3 provides this data and a recommended deployment sequence and force mix to the JPG in order to assist in COA development.

4d JPG considers all available fire support systems to include target acquisition assets when developing the joint fires estimate.

4e Upon receipt of proposed COAs from the JPG, the J3 develops a fire plan for each COA which positions target acquisition and delivery systems to support the concept of operations.
NOTE: Positioning of forces, including fires assets, is closely coordinated with the Unified Command and Department of State to ensure that required out of JOA country clearances can be obtained to marshal, stage and overfly as necessary to support JTF operations.

4f FACC conducts planning in parallel with JTF staff and develops recommendations for apportionment and joint integrated priority target list (JIPTL). He incorporates CJTF guidance, JTL, and component requirements for joint fire support.

7d5 The J3 ensures that joint fires annex with accompanying appendices, target list matrices, and overlays reflects positioning and utilization of all target acquisition assets. A sensor/attack matrix may be used in order to ensure that all HPTs can be detected and that a delivery system is available to attack the target.

9a Components review the plan and forward recommended changes.
9b JTCB reviews recommendations and provides advice to CJTF and guidance to J3.

Component B: Joint fires plan integrates fires according to CJTF's intent.

4f FACC conducts planning in parallel with JTF staff and develops recommendations for apportionment and joint integrated priority target list (JIPTL). He incorporates CJTF guidance, JTL, and component requirements for joint fire support.

5f JTCB reviews JFACC recommendations for apportionment:
5f1 Compliance with CJTF intent.
5f2 Support of components' concepts of operations.

6a CJTF selects COA and states joint fires priorities (RSTA assets, AI, CAS, NSF, artillery, EW, PSYOP, deception operations) and desired effects.

7c The J3 ensures that paragraph 3a(2) Fires includes the following:
7c1 a) Outline of joint fires plan, synchronization, and integration measures to support each phase of the battle.
7c2 b) Apportionment.
7c3 c) Designation of components which have priority of joint fire support by phase.
7c4 d) Designation of priority of use of low-density munitions.
7c5 e) Description of times, duration and desired effects of supporting fires.
7c6 f) Establishment of priority for requested joint air and naval surface fires.

7d The J3 ensures that the joint fires annex with accompanying appendices, target list matrixes and overlays reflects:
7d1 a) Enemy fire support capabilities including artillery, air defense, attack helicopters, EW, naval surface fires and NBC capabilities, as well as target acquisition capabilities.
7d2 b) Information regarding friendly forces mission and concept of fires to include joint air and naval forces.
7d3 c) All fire support resources assigned, attached, and supporting the JTF.
7d4 d) Priorities; concept for support; apportionment.
7d6 e) JIPTL.

8f The JTF J3 ensures that necessary information from the joint fires plan (e.g., JIPTL and FSCMs) is integrated into the JTF DST.

Component C: Joint fires plan provides for flexibility.

3b5 J3, assisted by JFFC, provides permissive and restrictive fire control measures to the JPG as a part of the JTF warning order.

5b10 During war-gaming, the J3 presents the fire plan for each COA which covers plans for expeditiously attacking both known and unknown time critical targets (TCTs).

7d The J3 ensures that the joint fires annex with accompanying appendices, target list matrices, and overlays reflects:
7d4 a) Fires organization for combat, joint fires priorities, and concept for support.
7d12 b) Permissive and restrictive FSCMs.

8a The JTF orders group is briefed on:
8a1 a) Joint fires organization for combat.
8a2 b) Concept for joint fires within the JOA and joint fire support to component operations.
8a3 c) Priorities of fire during all phases.
8a4 d) Apportionment.
8a5 e) JIPTL.
8a6 f) All fire control and coordination measures.
8a7 g) Essential airspace control measures.

9i Hand off procedures from target detection means to attack systems are refined to engage TCTs.

Component D: Joint fires are executed so as to meet CJTF and component commanders' intents.

19 **CJTF visualizes the battlefield.**
19a CJTF personally observes execution of critical aspects of the operation and he receives situation reports from component commanders.
19b The J2:
19b1 Coordinates targeting and damage assessment requirements and locations of RSTA assets with components to ensure unity of effort and synchronization of RSTA operations with fires.
19b2 Provides and constantly updates information to the CJTF regarding the military aspects of the terrain as it relates to joint fires; e.g., elevation, soil density, vegetation, and masking.
19b3 Provides latest information regarding potential targets of opportunity, as well as enemy vulnerabilities to indirect fires, air-delivered munitions. This will include the status and location of enemy fire support assets and their vulnerability to counter fires.
19b4 Develops BDA and recommends retargeting as appropriate.
19c The JFACC recommends changes to apportionment and the JIPTL.
19d The J3 continually updates and provides the CJTF with the location, disposition, status, and capability of all JTF joint fires assets and the effectiveness of the joint fires plan.
19e The J2 and J3 continually provide updates to the CJTF regarding the location, status, and disposition of target acquisition assets and recommend changes as appropriate.
19f The JTCB reviews changes to apportionment and JIPTL, and makes recommendations to CJTF.
19g The CJTF changes or provides additional CCIR to the J3 who disseminates requirements to other JTF staff members and components as the battle progresses.
19h After considering the factors of METT-T, the CJTF adjusts his position on the battlefield to best control and influence fires as well as maneuver and other operations.

20 **CJTF directs and leads subordinate operational forces.**

20a Based on what he sees and the information provided to him, CJTF makes appropriate decisions in response to changes in METT-T.

20b The J3, assisted by the JFFC:

20b1 a) Provides responses for new CCIRs related to fires.

20b2 b) Monitors employment of joint fires IAW the JIPTL and DST.

20b3 c) Anticipates other joint fires requirements as changes occur on the battlefield by:

20b3a a) Understanding the respective commanders' intents.

20b3b b) Remaining knowledgeable regarding battlefield events and the flow of the battle.

20b3c c) Following and war gaming the JTF battle through the use of templates.

20b3d d) Continuing the IPB process in coordination with the JTF J2.

20c The J3, assisted by the J2 and C2W officer, develops combat assessments (CA) with reattack recommendations. JTCB considers BDA and CA; recommends targeting action or change in targeting action or allocation.

20d In the event that the joint fires do not achieve CJTF's intent due to unanticipated enemy actions or other battlefield events, the J3, assisted by the JFFC, conducts accelerated fire planning in coordination with the component service and function staffs.

20d1 a) Accelerated fire support planning is based on updated IPB and changes to the JTF OPLAN.

20d2 b) New targets are identified and incorporated into the JIPTL in order to match targets to available weapons systems. Joint/multinational operational firepower resources are reallocated as necessary.

20d3 c) The LCC changes the location of the FSCL. If other components disagree with the FSCL location and the issue is not resolved by the JTCB, CJTF resolves the issue.

21 **JTF command posts track and support the battle.**

21a J3, assisted by the JFFC, coordinates with the JOC, JTOC, and JRTOC to synchronize the targeting effort as it is being executed:

21a1 a) Executes planned fires IAW the JTF plan and the DST.

21a2 b) Continually coordinates with the JTF staff to ensure that fires adequately support the concept of operations.

21a3 c) Evaluates fire requests in light of other requirements and joint fires resources available. Provides, denies, or substitutes other joint fires means within the scope of the delegated authority.

21a4 d) Coordinates attack of targets of opportunity obtained by JTF and supporting target acquisition assets; e.g., UAV, LRSU, sensors, radars, JSTARSs, and SOF with the appropriate components.

21a5 e) Monitors and coordinates execution of AI with the JFACC.

21a6 f) Processes and coordinates JSEAD and JAAT missions.

21a7 g) Monitors immediate CAS and NSF requests.

21a8 h) Ensures that the ACA is kept current on joint fires and fire support operations.

21a9 i) Monitors the availability and employment of special munitions; e.g., FASCAM, Search and Destroy Armor Munitions (SADARM), smoke, and illumination as outlined in the joint fires plan.

21b J3, assisted by the JFFC, ensures that fires are synchronized and integrated with JTF OPLAN by:

21b1 a) Performing target analyses.

21b2 b) Coordinating with subordinate fire support cells to integrate fires with maneuver.

21b3 c) Coordinating with JTF staff to ensure that CAS, AI, and NSF are integrated into the battle and synchronized with artillery fires, EW, and SOF, and armed helicopter operations.

21b4 d) Coordinating the timing and duration of offensive EW (e.g., jamming) to support JTF maneuver and attacks by lethal systems.

21c J2 ensures that assessment asset managers (e.g., AOC, UAV, SOF units) are kept updated on target locations and are tasked to provide damage assessments as attacks are executed.

21d J3 and JFFC continue to track the battle flow through:

21d1 a) Spot reports and situation reports.

21d2 b) Interstaff coordination.

21d3 c) Monitoring communications channels.

21d4 d) BDA.

21d5 e) CA.

22 **JTF conducts battlefield update (METT-T based).**

22a J3 provides updates on the status of land component field artillery, EW, and target acquisition assets.

22b JFACC representative, NGLO, and other representatives from the components provide updates regarding status of CAS, AI, and other air assets, and status and availability of NSF and SOF.

22c Updates include:

22c1 a) CA of previously executed fires.

22c2 b) Recommendations for retargeting and reapportionment of joint fires assets.

22c3 c) Planned movement of target acquisition and delivery assets with assessment of consequences in terms of availability of fires.

22c4 d) Types and quantity of munitions available with assessment of consequences in terms of availability of fires.

23 **CJTF decides on operational actions/direction under time constraints.**

23a The CJTF directs retargeting, reapportionment of joint fires assets, or changes to JTF target list based on his own appreciation of the situation, CA, and recommendations from J3, JFACC, component commanders, and the JTCB.

23b Understanding the CJTF's intent, the J3 immediately notifies him concerning events which indicate the joint fires plan execution is not occurring as envisioned and recommends and/or takes corrective actions.

23c The J3 reviews and modifies the joint fires plan and DST to keep pace with the JTF ongoing battle, to support unplanned battlefield events, and to incorporate CJTF decisions.

23d JFACC modifies JIPTL to incorporate CJTF decisions.

23e The CJTF's decisions regarding changes to the fires plan are captured by the J3 and are disseminated to component commands. An update is also provided to the unified command HQ on a periodic basis. JFCC assists.

OUTCOME ASSESSMENT

OUTCOME II: JTF and component collection requirements are prioritized and assigned to component, theater and national commanders and directors for collection by RSTA assets.	Adequate	Marginal	Not Adequate

Assessment Statements

- J2 obtains information on RSTA assets from Unified Command Joint Intelligence Center.
- RSTA plan (in Intelligence Annex to OPORD) reflects CJTF's priorities.
- RSTA assets are incorporated into the sensor/attack matrix and integrated into the JTF DST.
- Components position assets so that no gaps exist in supporting capabilities (monitored by J3).
- RSTA assets are repositioned as required to accommodate changes to METT-T.

PROCESS

OUTCOME II: JTF and component collection requirements are prioritized and assigned to component, theater and national commanders and directors for collection by RSTA assets.

Task Elements

1h3a JTF J2 coordinates with the Unified Command Joint Intelligence Center (JIC) to determine availability of national and theater RSTA assets.

2g Staff monitors the deployment of all forces. Additionally, the J3, assisted by the JFFC and the J2, monitors the components' positioning of assets to ensure that no gaps exist in supporting capabilities.

6a CJTF selects COA and states joint fires priorities (e.g., RSTA assets, AI, CAS, NSF, artillery, EW, PSYOP, deception operations) and desired effects.

19b1 The J2 coordinates targeting and damage assessment requirements and locations of RSTA assets with components to insure unity of effort and synchronization of RSTA operations with fires.

OUTCOME ASSESSMENT

OUTCOME III: JTF monitors deployment of required joint fire and joint fire assets required to support the CJTF's intent and concept of operations. CJTF issues orders to components establishing supporting and supported relationships for fire support of anticipated operations.	Adequate	Marginal	Not Adequate

Assessment Statements

- At least one target acquisition asset and one fire delivery system are assigned to each HPT.
- Plan provides redundancy to ensure that all HPTs can be attacked if primary acquisition assets or delivery means are unavailable.
- Rehearsals include positioning and displacement of target acquisition assets and delivery systems.
- Target acquisition assets and delivery means are positioned initially to meet the following requirements:
  - -- Provide long range fires for the security force.
  - -- Allocate assets to the tactical combat force (TCF) to support the rear battle.
  - -- Support close operations.
  - -- Support joint suppression of enemy air defenses (JSEAD) and the attack of deep targets.
- Positioning of fire assets is coordinated with the Unified Command to obtain country clearance (out of the JOA) if needed to marshal, stage, or overfly.
- Target acquisition assets and delivery means are repositioned as required to accommodate changes in METT-T.

PROCESS

OUTCOME III: JTF monitors deployment of required joint fire and joint fire assets required to support the CJTF's intent and concept of operations. CJTF issues orders to components establishing supporting and supported relationships for fire support of anticipated operations by phase.

Task Elements

2f JTCB convenes and performs the following actions:

2f3 a) Assesses requirements for, and availability of, all target acquisition assets.

2f4 b) Identifies requirements for, locations of, and availability of fires means to include CAS, AI, NSF, EW, PSYOP, and armed helicopters.

2g Staff monitors the deployment of all forces. Additionally, the J3, assisted by the JFFC and the J2, monitors the components' positioning of assets to insure no gaps exist in supporting capabilities.

4e Upon receipt of proposed COAs from the JPG, the J3 develops a fire plan for each course of action which:

4e1 a) Supports the CJTF's intent for fires.

4e2 b) Provides required fires requested to support components' concept(s) of operations(s) and scheme(s) of maneuver in accordance with the CJTF's priorities.

4e3 c) Positions target acquisition and delivery systems to support the concept of operations.
NOTE: Positioning of forces, including fires assets, is closely coordinated with the Unified Command and the Department of State to ensure that required out-of-JOA country clearances are obtained to marshal, stage and overfly as necessary to support JTF operations.

4e5 d) Ensures coordination, synchronization, and integration of strategic, operational, and tactical fires means.

5b16 During war-gaming, the J3 presents the fire plan for each COA which covers (among other things) integration of movement and displacement of fires assets and units to follow the battle flow.

9g JTF joint fires plan is updated and coordinated with latest deep battle plans. The JTF Deep Operation Coordination Center (DOCC) assures integration of organic, supporting and joint fires in support of JSEAD and the attack of deep targets.

9k Plans for support of the rear battle are refined to include allocation of fire support assets to the tactical combat force (TCF).

15d Rehearsals include the positioning and displacement plan for all joint fires and target acquisition assets.

19d The J3 continually updates and provides the CJTF with the location, disposition, status and capability of all JTF joint fires assets and the effectiveness of the joint fires plan.

19e The J2 and J3 continually provide updates to the CJTF regarding the location, status, and disposition of target acquisition assets and recommend changes as appropriate.

22 JTF conducts battlefield update (METT-T based).

22a	a)	Status of artillery.
22b	b)	Status of CAS, NSF.
22c1,2	c)	BDA and CA with recommendations for retargeting or reapportionment of assets.
22c3	d)	Movement plans.
22c4	e)	Munitions.

OUTCOME ASSESSMENT

OUTCOME IV: Fire control measures facilitate flexible and responsive delivery of joint fires and joint fire support and minimize fratricide, collateral damage, and/or noncombatant casualties.

Assessment Statements

Component A: Fratricide does not occur.		Adequate	Not Adequate
Component B: Collateral damage is minimized.		Adequate	Not Adequate
Component C: Noncombatant casualties do not occur.		Adequate	Not Adequate
Component D: Fires are flexible and responsive.	Adequate	Marginal	Not Adequate

PROCESS

OUTCOME IV: Fire control measures facilitate flexible and responsive delivery of joint fires and joint fire support and minimize fratricide, collateral damage, and/or noncombatant casualties.

Task Elements

1k		JTF identifies proponents for various functions requiring deconfliction of systems and missions.
1k1	a)	JFACC is designated.
1k2	b)	JFFC is designated.
1k3	c)	ACA is designated.
1k4	d)	AADC is designated.
1k5	e)	JTCB is established and initial meeting scheduled to oversee JTF targeting functions and develop broad targeting audience.
1k6	f)	Liaison and communications are established between the component fire planners and from the components to the JTF HQ.
1k7	g)	Liaison and communications are established between the J3 and coalition fire planners.

2d Civil Affairs staff officer collects information concerning locations of refugees, noncombatants, significant historic, cultural and religious structures and population centers which may impact fires and require FSCMs, e.g., NFAs.

3b J3, assisted by the JFFC, provides the following information to the JPG and joint fire planners as a part of the JTF warning order:

3b5	a)	Permissive and restrictive fire control measures.
3b6	b)	Special instructions on ROE, fire support communications, and logistic support.

7e J3 ensures integration of joint fires and joint fires considerations into body and appropriate annexes of the OPORD/FRAGO.

7e1	a)		Task organization.
7e2	b)		Intelligence: Appendix 4 - Targeting.
7e3	c)		Operations:
7e3a		(1)	Appendix 3 - C2W.
7e3b		(2)	Appendix 4 - PSYOP.
7e3c		(3)	Appendix 7 - ROE.
7e3d		(4)	Appendix 9 - Reconnaissance.
7e3e		(5)	Appendix 10 - Counter C3.
7e3f		(6)	Appendix 15 - Counterattack.
7e3g		(7)	Appendix 17 - Amphibious operations.
7e3h		(8)	Appendix - Joint fire support.
7e3i		(9)	Appendix - Synchronization matrix.
7e3j		(10)	Appendix - Forcible entry operations.
7e3k		(11)	Appendix 19 - Airspace control plan (ACP).
7e4	d)		Logistics: Appendix 6 - Non-nuclear ammunition.

7e5 e) Civil affairs.
7e6 f) Command relationships.
7e7 g) C3 systems.
7e8 h) Space operations.
7e9 i) Force protection.
7e10 j) Execution checklist.

9l Civil Affairs staff officer coordinates with J3 to update locations of refugees and noncombatants, built-up areas, and cultural/religious sites.

11j Airspace control center is continually updated on location, direction, and trajectory of surface fires.

12b6 J3 monitors changes of location of friendly forces, refugees, or other noncombatants.

12c11 J3 ensures locations of SOF and long range reconnaissance patrols (LRRPs) are known and that the joint fires plan is adjusted to avoid fratricide and to provide joint fire support as required for direct action missions or contingency operations.

15f Rehearsals incorporate measures to prevent fratricide, nonessential collateral damage, and noncombatant casualties; measures include FSCMs, ROE, ACP, and IFF procedures.

17e The J3 disseminates shifts to the FSCL location as it is moved.

20e The LCC changes the location of the FSCL. If other components disagree with the FSCL location and the issue is not resolved by the JTCB, CJTF resolves the issue.

OUTCOME ASSESSMENT

OUTCOME V: Battle damage assessment (BDA) confirms the destruction, neutralization, harassment, or interdiction of surface targets. BDA determines the effects of non-lethal fires.	Adequate	Marginal	Not Adequate

Assessment Statements

- Collection plan links at least one asset capable of reporting effects of fires to each HPT.
- Means of tracking target and reporting effects of fires are included in rehearsals.
- Managers controlling assets that can report effects of fires (e.g., Air Operations Center [AOC], UAV, and SOF units) are updated on target locations.
- Managers of appropriate assets are tasked to provide effects of fires as attacks are executed.
- J3 recommends retargeting as appropriate.

PROCESS

OUTCOME V: Battle damage assessment confirms the destruction, neutralization, harassment, or interdiction of surface targets. BDA determines the effects of non-lethal fires.

Task Elements

5b17 During COA comparison process, the J3 presents the fire plan for each COA which covers (among other topics) linkage of BDA assets to the attack of HPTs.

7f J3 and J2 ensure that the JTF collection plan satisfies BDA requirements.

15e Rehearsals include all aspects of BDA procedures.

19b The J2:

19b1 a) Coordinates targeting and damage assessment requirements and locations of RSTA assets with components to ensure unity of effort and synchronization of RSTA operations with fires.

19b4 b) Develops BDA and recommends retargeting as appropriate.

21c J2 ensures that assessment asset managers (e.g., AOC, UAV, SOF units) are kept updated on target locations and are tasked to provide damage assessments as attacks are executed.

22c Updates include success or failure of previously executed fires and recommendations for retargeting.

References

This component identifies the references and sources used by the authors to develop the BF Task List. The component provides users with sources for further information.

JOINT PUBLICATIONS

CJCSM 3500.04 Universal Joint Task List, Version 2.1, May 95

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Joint Pub 2-0 Joint Doctrine for Intelligence Support to Operations

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Joint Pub 3-09 Doctrine for Joint Fire Support (Draft), Mar 95

Joint Pub 3-10 Doctrine for Joint Rear Area Operations, Feb 93

Joint Pub 3-13.1 Joint Doctrine for Command and Control Warfare (C2W), Feb 96

Joint Pub 3-52 Doctrine for Joint Airspace Control in the Combat Zone, Dec 93

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Joint Pub 3-55 Doctrine for Reconnaissance, Surveillance and Target Acquisition Support for Joint Operations (RSTA), Apr 93

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Supporting Arms in Amphibious Operations, March 95

TRADOC PAMPHLET

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APPENDIX A

Index of Battlefield Functions[1]

This component lists the thirty-nine (39) BFs for each BOS which have been identified as relevant to training of U.S. Army tactical echelon units. These BFs were identified based on an analysis of Training and Doctrine Command (TRADOC) Pamphlet 11-9, "Blueprint of the Battlefield". The purpose of this component is to depict the BOS and the BF which define each BOS.

INTELLIGENCE	(1)	Conduct Intelligence Planning
	(2)	Collect Information
	(3)	Process Information
	(4)	Disseminate Intelligence
MANEUVER	(5)	Conduct Tactical Movement
	(6)	Engage Enemy with Direct Fire and Maneuver
AIR DEFENSE	(16)	Take Active Air Defense Measures
	(17)	Take Passive Air Defense Measures
FIRE SUPPORT	(7)	Employ Mortars
	(8)	Employ Field Artillery
	(9)	Employ Close Air Support
	(10)	Conduct Electronic Collection and Attack
	(11)	Conduct PSYOP
	~~(12)~~	~~Employ Chemical Weapons~~ [2]
	(13)	Conduct Counter Target Acquisition Operations
	(14)	Employ Naval Surface Fires
	(15)	Coordinate, Synchronize and Integrate Fire Support
MOBILITY AND SURVIVABILITY	(21)	Overcome Obstacles
	(22)	Enhance Movement
	(23)	Provide Countermobility
	(24)	Enhance Physical Protection
	(25)	Provide Operations Security
	(26)	Conduct Deception Operations
	(27)	Provide NBC Defense

[1]The term "Battlefield Function (BF)" was designated by TRADOC in September 1996 to replace "Critical Combat Function (CCF)". At the same time the term was redefined as "Processes or activities occurring over time that must be performed to accomplish a mission(s) or supporting critical tasks. It provides task integration, combined arms interaction, and inter-Battlefield Operating Systems (BOSs) linkages." TRADOC also renamed "task analysis" (TA) to "function analysis" (FA).

[2]Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which could be performed by other nations

COMMAND AND CONTROL	(18)	Plan for Combat Operations
	(19)	Direct and Lead Unit During Preparation for the Battle
	(20)	Direct and Lead Units in Execution of Battle
COMBAT SERVICE SUPPORT	(28)	Provide Transport Services
	(29)	Conduct Supply Operations
	(30)	Provide Personnel Services
	(31)	Maintain Weapons Systems and Equipment
	(32)	Provide Health Services
	(33)	Treat and Evacuate Battlefield Casualties
	(34)	Conduct Enemy Prisoners of War (EPW) Operations
	(35)	Conduct Law and Order Operations
	(36)	Conduct Civil Affairs Operations
	(37)	Provide Sustainment Engineering
	(38)	Evacuate Non-combatants from Area of Operations
	(39)	Provide Field Services

APPENDIX B

Structure of Battlefield Functions

This component provides a description of each BF and the BOS with which it is aligned. Included with each BF definition is a listing of major doctrinal topics and aspects addressed by the BF. These definitions provide the necessary framework required to understand the focus of each BF. Under most circumstances, the JTF will be involved in the accomplishment of some or all aspects of the BF. The involvement can vary from extensive, wherein the BF is a major focus, to minor, wherein the JTF headquarters only furnishes information. In the latter instances, the involvement may not be sufficient to warrant incorporation into a JTF training program, although the JTF's responsibilities are likely addressed in its SOP for joint operations. BF definitions were extrapolated from TRADOC Pam 11-9 "Blueprint of the Battlefield," as well as other doctrinal publications relevant to the applicable BF or BOS, including the universal joint task list.

1. **Intelligence BOS** - The ways and means of acquiring, analyzing, and using knowledge of the enemy, weather, and terrain required by a commander in planning, preparing and conducting combat operations. These BF are continuous throughout the planning, preparation, and execution phases of the battle.

a. **BF (1) Conduct Intelligence Planning** - The development and coordination of information relative to the enemy, weather, and terrain prior to and during the development of the JTF OPORD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this BF is the intelligence preparation of the battlefield (IPB). This BF addresses:

1) Reconnaissance and surveillance plan.
2) Integrated threat templates (e.g., doctrinal, event, input to DST).
3) Terrain and weather analysis.

b. **BF (2) Collect Information** - Obtaining information in any manner from JTF elements and from sources outside the JTF (e.g., unified command). This BF includes the tasks associated with managing the processes and activities necessary to collect information which may eventually be used to provide intelligence relative to the area of operations, enemy, terrain, and weather. This BF addresses:

1) Information collected as a result of R & S plan.
2) Continuous information collection and acquisition from all sources.

c. **BF (3) Process Information** - The conversion of information into intelligence through collation, evaluation, analysis, integration, and interpretation in a continual process. This BF addresses:

1) Evaluation of threat information.
2) Evaluation of physical environment information.

3) Integration of intelligence information.
4) Development of enemy intentions.
5) Development of targeting information.
6) Preparation of intelligence reports.
7) Update of situational template.
8) Provision of battlefield area reports.

d. **BF (4) Disseminate Intelligence** - Transmission of information by any means (verbal, written, electronic, etc.), from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the JTF. This BF addresses:

1) The sending of processed intelligence in a timely manner to those in the JTF who can by its receipt take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain, and weather.
2) The sending of raw information directly from those responsible for reconnaissance and surveillance to the commander if that raw information is time sensitive (and not subject to receipt and processing by intelligence analysts).
3) Dissemination of battlefield reports.

2. **Maneuver BOS** - The employment of direct fire weapons, platforms, and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy forces, in order to accomplish the mission.

a. **BF (5) Conduct Movement** - Position units relative to the enemy to secure or retain positional advantage, making full use of terrain and formations. Tactical movement occurs when contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. This BF addresses:

1) Deployment by air, land, and sea.
2) Component and subordinate element OPORD preparation and dissemination.
3) Preparation for movement.
4) Closure of movement - assembly areas; tactical positions.
5) Navigation.
6) Force protection.

b. **BF (6) Engage Enemy with Direct Fire and Maneuver** - Entering into ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This BF relates only to those direct fire weapons systems associated with the maneuver BOS. This BF is initiated with the OPORD at the completion of the planning phase of the battle and includes all tasks associated with subordinate echelon planning, preparation, and execution of the battle. This BF addresses:

1) Component OPORD preparation and dissemination.
2) Rehearsals of battle plans.
3) Target acquisition.

4) Fire control and distribution.
5) Fratricide.
6) Conduct of close combat.
7) Integration of direct fire with maneuver.
8) Control of terrain.
9) Consolidation and reorganization.

3. **Fire Support BOS** - The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters), and other lethal and non-lethal means against ground targets in support of JTF operations and to achieve the commander's intent and scheme of maneuver. The fire support BOS addresses these weapons: mortars, field artillery, close air support, electronic measures, and naval surface fires.

1. **BF (7) Employ Mortars** - Employment of mortars to place fires on the enemy or terrain to support the commander's concept and intent. This BF applies to tactical operations. This BF initiates with the receipt of an OPORD by the JTF commander and addresses those tasks required during the preparation and execution phases of the battle.

b. **BF (8) Employ Field Artillery** - The ways and means employed by the JTF to cause indirect artillery fires including missiles to be placed on the enemy or terrain to support the commander's concept and intent. This BF is initiated upon receipt of an OPORD by the JTF commander and includes tasks performed during the preparation and execution phases of the battle. The fire support coordination tasks necessary to integrate the field artillery and the JTF units are the primary focus. This BF does not address tasks associated directly with firing artillery such as FDC operations, gun operations, etc. This BF addresses:

1) Fire support - maneuver unit rehearsals.
2) FSE and FSO operations during the preparation and execution phase of the battle.
3) Positioning and movement within the JTF area of operations.
4) Indirect fire missions in support of the JTF commander's concept and intent.
5) Sustainment operations.
6) Indirect fire planning as battlefield METT-T change.

c. **BF (9) Employ Close Air Support** - Planning for, requesting, and employing armed aircraft (less attack helicopters) in coordination with other fires (lethal and non-lethal) against ground targets in support of the JTF commander's concept and intent. This BF addresses:

1) Air-ground attack requests.
2) Air space coordination and management.
3) ALO, TACP/FAC; Army fire support coordination officer/fire support officer, and USN/USMC, NGO/NGLO/NALO and SALT tasks that enable air to ground attacks.

d. **BF (10) Conduct Electronic Collection and Electronic Attack** - Actions taken to deny the enemy effective command, control, and communications of his own tactical force in

support of the JTF commander's concept and intent. This BF includes jamming, deception, and collection.

e. **BF (11) Conduct PSYOP** - Conduct of psychological activities as an integral part of combat operations to bring psychological pressure to bear on enemy forces and civilians under enemy control in the area of operations, to assist in the achievement of operational objectives in support of the JTF commander's concept and intent.

f. ~~**BF (12) Employ Chemical Weapons**~~* - Employ chemical agents or other means to degrade enemy capabilities in support of the JTF commander's concept and intent.

g. **BF (13) Conduct Counter Target Acquisition Operations** - Suppress (e.g., using smoke or dazzling illumination) or degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of the JTF commander's concept and intent.

h. **BF (14) Employ Naval Surface Fires** - The means and ends to provide naval gunfire in support of the JTF commander's concept of operations and intent.

i. **BF (15) Coordinate, Synchronize and Integrate Fire Support** - Coordination of all fire support means in support of the JTF commander's concept and intent. This BF addresses the preparation and execution of tasks necessary to integrate the fires and fire support detailed in the OPORD. The BF integrates BF 7-14 in support of the JTF commander's concept and intent.

4. **Air Defense BOS** - The means and measures organic or assigned to the JTF commander which when employed successfully will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.

a. **BF (16) Take Active Air Defense Measures** - Application of firepower to destroy enemy air targets. This BF addresses the coordinating tasks which enable the JTF commander to successfully employ any attached or assigned air defense weapons systems to include air power. This BF addresses:

1) Employment of air assets.
2) Employment of air defense artillery units.
3) Airspace management.
4) Early warning.
5) Sustainment.

*Although U.S. National Policy has renounced the use of chemical weapons, this BF is retained because it is a function which could be performed by other nations.

b. **BF (17) Take Passive Air Defense Measures** - The protection of the JTF force from enemy air by means other than weapons. This BF will focus on the preparation and execution phases of the battle. This BF addresses:

1) Early warning.
2) Dispersion.
3) Cover and concealment.
4) Deception.

5. **Battle Command BOS** - The way and means a commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.

a. **BF (18) Plan for Combat Operations** - The integration of all members of the JTF in the coordinated development of the JTF operations order which will guide the activities of the JTF in conducting combat operations to accomplish assigned missions. The product/outcome of this BF is a briefed, understood OPORD. This BF addresses:

1) Receipt and analysis of higher HQ OPORD.
2) Issuance of warning order.
3) Restated mission statement.
4) Commander's estimate process/troop leading procedures.
5) Commander's guidance.
6) Mission analysis (includes course of action development).
7) Decision brief to commander.
8) Development of a synchronized OPORD.
9) Reproduction and distribution of OPORD to all participants.
10) Briefing of OPORD; understanding of order by participants.
11) FRAGO planning and issue.
12) Parallel planning.

b. **BF (19) Direct and Lead Unit during Preparation for the Battle** - The ways and means to prepare the JTF for the battle so that the force is ready to support the JTF commander's concept and intent. This BF addresses:

1) Commander's activities.
2) Communicating information.
3) Briefbacks and backbriefs.
4) Rehearsals.
5) Management of the means of communicating information.
6) Maintaining and updating information and force status.
7) Managing information distribution.
8) Decisions to act or change ongoing actions.
9) Confirming IPB through the reconnaissance effort.
10) Determining actions to implement decisions.
11) Providing command presence.

12) Maintaining unit discipline.
13) Synchronizing operations.
14) TOC operations (e.g., staff integration and battle tracking).
15) Continuity of command.
16) Second in command (2IC responsibilities).
17) Continuous and sustained operations.
18) Communications (e.g., planning, installation and operation of systems, management, site selection).

c. **BF (20) Direct and Lead Units in Execution of Battle** - The ways and means to command and control the JTF execution of the battle plan (engaging the enemy in battle) to accomplish the JTF commander's concept and intent. This BF addresses:

1) Directing the conduct of the battle.
2) Issuing orders.
3) Command presence.
4) Information distribution.
5) Decisions on need for action or change.
6) Maintaining unit discipline.
7) Synchronizing tactical operations.
8) TOC operations (includes CP displacement, security, survivability).
9) Continuity of command (e.g., C2 redundancy).
10) Continuous and sustained operations.
11) Consolidation and reorganization.

6. **Mobility and Survivability BOS** - The ways and means of the force that permit freedom of movement, relative to the enemy, while retaining the force's ability to fulfill its primary mission as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.

a. **BF (21) Overcome Obstacles** - Enabling the JTF to maintain its mobility by removing or clearing/reducing natural and man-made obstacles. This BF will initiate after receipt of the OPORD and address subordinate echelon planning as well as task force preparation and execution tasks necessary to achieve the JTF commander's concept and intent. This BF addresses:

1) Breaching obstacles. Clearing a path or lane for personnel and equipment through obstacles.
2) Crossing gaps. Passing through or over any battlefield terrain feature, wet or dry, that is too wide to be overcome by organic/self bridging.

b. **BF (22) Enhance movement** - Provision of adequate mobility for the JTF units in the JTF area of operations. This BF addresses:

1) Construction and repair of combat roads and trails.

2) Construction or repair of forward airfields.
3) Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)
4) Host nation support.

c. **BF (23) Provide Countermobility** - Delaying, channeling, or stopping offensive movement by the enemy consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems. This BF addresses:

1) Emplacement of obstacles.
2) Terrain enhancement.

d. **BF (24) Enhance Physical Protection** - Providing protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies. This BF addresses:

1) Construction of fighting positions.
2) Preparation of protective positions.
3) Employment of protective equipment.

e. **BF (25) Provide Operations Security** - Denying information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This BF addresses:

1) Analysis to determine key assets and threats to them.
2) Cover and concealment.
3) Camouflage.
4) Noise and light discipline.
5) Counter reconnaissance.
6) Smoke/obscurants.
7) Physical security measures.
8) Signal security.
9) Electronic security.

f. **BF (26) Conduct Deception Operations** - Taking actions to mask the real objectives of operations in order to delay effective enemy reaction. This BF addresses:

1) Physical deception.
2) Electronic deception.

g. **BF (27) Provide NBC Defense** - The avoidance of contamination; the protection of people, objects, or areas from chemical or biological agents by absorbing, destroying, neutralizing, or otherwise rendering harmless or removing such agents; and the removal of radioactive material. This BF addresses:

1) Decontamination of individual service members and equipment.
2) Decontamination of weapon systems and supplies.
3) Hasty and deliberate decontamination.
4) Avoidance of contaminated areas.
5) NBC reconnaissance.
6) NBC defensive measures.
7) NBC warning.

7. **Logistics BOS** - The support, assistance, and service provided to sustain forces, primarily in the areas of logistics, personnel services, and health services.

a. **BF (28) Provide Transport Services** - Providing or coordinating for inter- and intra-theater transportation which will assure sustainment support operations in support of the JTF commander. Upon receipt of an OPORD, this BF addresses preparation and execution tasks necessary to achieve transportation support of the JTF force. This BF addresses:

1) Movement of cargo, equipment and personnel (sea, land, or air).
2) Loading, transloading, and unloading material and supplies.

b. **BF (29) Conduct Supply Operations** - Providing the items necessary to equip, maintain, and operate the force during the preparation and execution phases of the battle. This BF addresses:

1) Requesting, receiving, procuring, storing, protecting, relocating, and issuing supplies to the specific elements of the force.
2) Providing munitions to weapons systems.
3) Providing fuel and petroleum products to equipment and weapons systems.
4) Reporting status.

c. **BF (30) Provide Personnel Services** - Management and execution of all personnel-related matters to sustain the force. This BF addresses:

1) Component responsibilities.
2) Personnel administrative services.
   a) Replacement operations, casualty reporting, casualty tracking.
   b) Awards and decorations.
   c) Postal operations.
   d) Replacement operations.
3) Financial services.
4) Unit ministry teams.
5) Legal services.
6) Public affairs.
7) Reporting personnel status.
8) Preservation of the force through safety.
9) Management of stress.

d. **BF (31) Maintain Weapons Systems and Equipment** - Preservation and repair of weapons systems and equipment. This BF includes the provision of repair parts and end items to all JTF before, during and after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This BF addresses:

1) Component responsibilities.
2) Preventive maintenance.
3) Recovery and evacuation.
4) Diagnosis, substitution, exchange, repair, and return of equipment and weapons systems to the force.
5) Reporting status.

e. **BF (32) Provide Health Services** - Performance, provision or arrangement for health services regardless of location, to promote, improve, conserve, or restore the mental or physical well-being of individuals or groups. This BF addresses:

1) Preventive medicine.
2) Field sanitation.

f. **BF (33) Treat and Evacuate Battlefield Casualties** - Application of medical procedures on battlefield casualties beginning with "buddy aid" through trained medical personnel. The BF includes movement of casualties from the forward edge of the battlefield back to theater-level medical facilities. This BF addresses:

1) Component responsibilities.
2) Triage of battlefield casualties.
3) Treatment and movement of casualties to rear (medevac).
   a) Identification of levels of care and locations.
   b) Synchronization and coordination of movement of medical facilities to ensure continuity of care.
   c) Establishment and maintenance of communications with redundant means.
   d) Rehearsals.
   e) Resupply.
4) Evacuation:
   a) Ground ambulance.
   b) Aero medevac.
   c) Ship.
   d) Non-standard evacuation.
5) Handling and processing the remains of personnel who have died of wounds.
6) Reporting status.

g. **BF (34) Conduct Enemy Prisoners of War (EPW) Operations** - The collection, processing, evacuation, and safeguarding of enemy prisoners of war. This BF addresses:

1) Collecting and evacuating EPW.

2) Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.
3) Securing EPW.
4) Operating EPW holding areas.

h. **BF (35) Conduct Law and Order Operations** - Enforcement of laws and regulations and maintenance of unit and personnel discipline.

i. **BF (36) Conduct Civil Affairs Operations** - Conduct of those phases of the activities of a tactical commander which embrace the relationship between the military forces and civil authorities, and the citizens in a friendly or occupied country or area when U.S. military forces are present.

j. **BF (37) Provide Sustainment Engineering** - The repair and construction of facilities and lines of communication. This BF addresses:

1) Rear area restoration.
2) Construction and maintenance of lines of communication (roads, railroads, ports, airfields).
3) Construction support:
   a) Marshaling, distribution, and storage facilities.
   b) Pipelines.
   c) Fixed facilities.
   d) Drill wells.
   e) Dismantlement of fortifications.

k. **BF (38) Evacuate Non-combatants from Area of Operations** - The use of available military and host-nation resources for the evacuation of U.S. forces, dependents, U.S. government civilian employees, and private citizens (U.S. and other). This BF addresses:

1) Medical support.
2) Transportation.
3) Security.
4) Preparation of temporary shelters.
5) Operation of clothing exchange facilities.
6) Operation of bathing facilities.
7) Graves registration.
8) Laundry.
9) Feeding.

l. **BF (39) Provide Field Services** - Performance of service logistics functions by and for component elements in the field. This BF addresses:
1) Clothing exchange.
2) Bathing facilities.
3) Graves registration.

4) Laundry and clothes renovation.
5) Bakeries.
6) Feeding (rations supply, kitchens).
7) Salvage.

APPENDIX C

List of Abbreviations and Acronyms

This component identifies the acronyms used by the authors in the analysis. Acronyms are derived from relevant doctrinal publications.

A

AADC	area air defense commander
AAR	after action review
ACA	airspace control authority
ACO	airspace control order
ACP	airspace control plan
ADA	air defense artillery
ADCOORD	air defense coordinator
AGM	attack guidance matrix
AI	air interdiction
ALO	air liaison officer
AMTP	ARTEP Mission Training Plan
ANGLICO	Air and Naval Gunfire Liaison Company
AO	area of operations
AOC	air operations center
ARI	Army Research Institute
ARTEP	Army Training and Evaluation Plan
ASOC	air support operations center
ATO	air tasking order
AVN	aviation

B

BCD	battlefield coordination detachment
BDA	battle damage assessment
BF	battlefield function

C

CA	combat assessment
CAS	close air support
C2W	command and control warfare
C^4I	command, control, communications, computers and intelligence
CCF	critical combat function
CCIR	commander's critical intelligence requirements
CINC	commander in chief
CJTF	commander, joint task force
CIC	combat information center
COA	course of action
CP	command post

C/S	chief of staff
CSR	controlled supply rate

D

DIV	division
DJTFAC	deployable joint task force augmentation cell
DOCC	deep operations coordination cell
DP	decision point
DS	direct support
DST	decision support template

E

EEI	essential elements of information
EA	electronic attack
ECCM	electronic counter counter measures
ECM	electronic counter measures
EEFIR	essential elements of friendly information requirements
EW	electronic warfare
EWO	electronic warfare officer

F

FA	function analysis
FAADC31	forward air defense command, control, communications and intelligence
FASCAM	family of scatterable mines
FEA	front end analysis
FFIR	friendly forces information requirements
FM	field manual
FRAGO	fragmentary order
FSCM	fire support coordination measure
FSCL	fire support coordination line

G

GS	general support

H

H & I	harassing and interdiction (fires)
HPT	high-payoff targets
HPTL	high-payoff targets list
HQ	headquarters
HVT	high-value targets

I

IFF	identification, friend or foe
IPB	intelligence preparation of the battlefield

J

J1	Director of Personnel
J2	Director of Intelligence
J3	Director of Operations
J4	Director of Logistics
J5	Director of Plans and Policy
J6	Director of Communications and Electronics
JAAT	joint air attack team
JAOC	joint air operations center
JFACC	joint force air component commander
JFFC	joint forces fires coordinator
JIC	joint intelligence center
JIPTL	joint integrated prioritized target list
JMDT2	Joint and Multi-Service Distributed Training Testbed
JOA	joint operations area
JOC	joint operations center
JRAC	joint rear area coordinator
JRTOC	joint rear tactical operations center
JSEAD	joint suppression of enemy air defenses
JSTARS	Joint Surveillance Target Attack Radar System
JTCB	Joint Targeting Coordination Board
JTF	joint task force
JTL	joint target list
JTOC	joint tactical operations center

L

LCC	land component commander
LOC	line of communication
LRSU	long range surveillance unit

M

METT-T	mission, enemy, troops available, terrain-time
MOPP	mission oriented protective posture
MSR	main supply route
MTP	mission training plan

N

NAI	named area of interest
NALO	naval air liaison officer
NBC	nuclear, biological, and chemical

NCO	noncommissioned officer
NFA	no-fire area
NGLO	naval gunfire liaison officer
NSF	naval surface fires

O

OPLAN	operations plan
OPORD	operations order
OPSEC	operations security

P

PSYOP	psychological operations
Pam	pamphlet

R

RECCE	reconnaissance
ROE	rules of engagement
ROZ	restricted operations zone
RSTA	reconnaissance, surveillance, and target acquisition

S

SACC	supporting arms coordination center
SADARM	search and destroy armor munitions
SALT	supporting arms liaison team (ANGLICO)
SEAD	suppression of enemy air defenses
SEMA	special electronic mission aircraft
SOF	special operations forces
SPINS	special instructions

T

TACP	tactical air control party
TAI	targeted area of interest
TCF	tactical combat force
TCT	time critical target
TLAM	Tomahawk land attack missile
TPFDD	time phased force deployment data
TRADOC	training and doctrine command
TVA	target value analysis

U

UAV	unmanned aerial vehicle
UJTL	universal joint task list
USAF	United States Air Force

	USMC	United States Marine Corps
	USN	United States Navy
W		
	WAM	wide area munition